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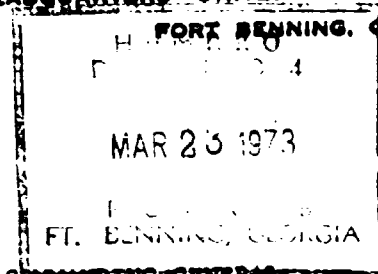
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DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY INFANTRY CENTER

FORT BENNING, GEORGIA 31905



31 Jan 1973

MEMORANDUM FOR: ~~COMMANDING GENERAL~~

SUBJECT: FY 73 Semi-Annual Evaluation Report

① FY 73.

1. Attached at Inclosure 1 is the FY 1973 Semi-Annual evaluation report of the MVA Questionnaire Survey which was administered in November 1972. Part I of this analysis consists of a resume of findings and Part II consists of 106 graphic portrayals of the survey results as pertains to experimental MVA actions. Part II you have previously seen and studied; however, Part I contains several modifications to the material presented to you on 17 January.

2. It is envisioned that Part I, attached herewith, shall be used as supporting documentation for the Commander's "Lessons Learned" Report which is due TUSA on 7 February.

3. It should be noted that there are numerous revisions to the text that you have previously been provided. Particularly noteworthy is that part of the basic text which includes pages 8 through 15. Pages 14 and 15 (RED Flag) is the current overall summary of findings in the current survey data.

1 Incl
as

ROBERT G. NIVENS
Captain, Infantry
MVA Evaluation

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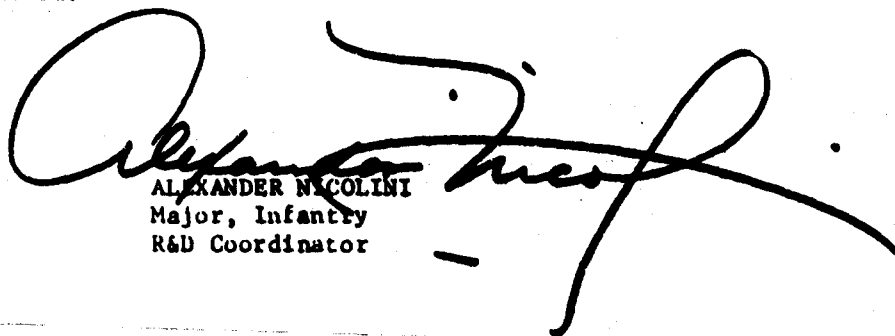
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FOR THE CHIEF:



ALEXANDER NICOLINI
Major, Infantry
R&D Coordinator

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INTRODUCTION

↓
This is a summary report of the November 1972 administration of the Fort Benning Project VOLAR Evaluation Questionnaire. This questionnaire was administered in its initial form in November 1970, prior to the implementation of VOLAR actions at Fort Benning.

←
Similar questionnaires were administered in June, August, and November of 1971, as well as February and May of 1972. A comprehensive report presentation of these results was contained in the Final Evaluation Report, Modern Volunteer Army Experiment, Fort Benning, Georgia, 17 July 1972.

The present report will focus primarily on changes that have occurred since the May 1972 administration.

RESULTS

TOTAL SAMPLE

TAB 1 shows the accumulated samples surveyed since the initial testing, the total number of surveyed personnel at Fort Benning now having reached 9, 937.

EXPRESSED CAREER INTENTIONS

TAB 2 contains both tables and graphic representation of changes in expressed career intentions for the four major groups studied (First-Term Enlisted, First-Term Officer, Extended-Term Enlisted, and Extended-Term Officer).

a. The average response of all groups except First-Term Officers has held during the past six months at a level quite close to that found at the last evaluation.

b. For First-Term Officers, there has been a sharp increase over the May 1972 result. This occurred partly because that result was depressed by an unusually large number of ADT officers. However, the net change since November 1971 is also substantial. This may reflect either of two possibilities. One would be a genuine increase in career intentions among First-Term Officers since the last survey. The second possibility is that the increase has been caused by a higher proportion of RA officers in the sample (see TAB 4). These officers are more favorable toward a military career. As their representation in the total sample increases, the overall sample mean increases also.

- 1 -

SATISFACTION WITH FORT BENNING

TAB 3 shows reactions by the four sample groups to an item measuring satisfaction with Fort Benning as an Army Post.

- a. Extended-Term Enlisted Personnel responded somewhat more favorably to this item in the November 1972 administration than in any previous one.
- b. The remaining three groups responded more negatively. The change for First-Term Groups (both officer and enlisted) was substantial.

CHANGE IN SAMPLE COMPOSITION

Even though overall attitudes toward Fort Benning were still quite favorable, it was felt important to identify reasons for the observed negative changes. One possibility was that changes in the composition of the samples themselves might have been partly responsible. Several analyses were run to test this possibility. The results are shown in TAB 4.

- a. Table 4-A (TAB 4) shows present military status of First-Term Officers and Enlisted, the two groups showing the greatest negative changes in attitudes toward Post.

(1) The primary change among First-Term Enlisted Personnel was a systematic reduction in the proportion of draftees, and a corresponding increase in the proportion of First-Enlistment Soldiers. Draftees now constitute only 15% of the First-Term Enlisted Sample, and First-Enlistments constitute 72%.

(2) At the commissioned level, changes have not been as systematic. However, there has been a general decrease in Reserve OBV Officers since November 1970, and an increase in the percentage of Regular Army Officers. (The substantial increase in the proportion of RA Officers since May 1972 may be sufficient to explain the increase in career intentions noted in that group.)

- b. Analysis of changes in the First-Term Enlisted Groups focused on rank and status.

(1) Table 4-B in the TAB shows career intentions of two sub-samples, E1-E4 and E5. Since the E5's are more favorable toward a career decision, it was feared that changes which have occurred in the sample might be sufficient to have produced the observed changes in career intentions. Examination of this table shows that not to be the case. There have been increases in the favorability of response to the career intentions item in both of the sub-samples since November 1970. However, in the lower ranking group there have also been more decisions to leave since May 1972.

The continued increase in positive decisions and the recent increase in negative decisions (both taken from the undecided category) cancel one another out, leaving roughly a zero net change.

(2) Table 4-C shows responses of non-draftees and draftees to the career intentions item. Since November 1970, favorableness of response is greater among both non-draftees and draftees, though draftees are expectedly less positive. Since May 1972, the same type of change is found in both status subgroups as was found with rank subgroups. More "stay" choices occur together with more "leave" choices, with a reduction in "undecided." The result is roughly zero net change.

(3) The conclusion is that while both rank and status influence favorability of decision toward an Army career, favorable changes have occurred in all subgroups examined, since November 1970. This suggests that VOLAR actions have been effective with both groups, the difference being that each subgroup started from a different initial favorability toward an Army career.

c. Table 4-D shows the percentage of the two rank subgroups selecting each of the choices on the Fort Benning Post Evaluation question. This table shows that attitudes toward Fort Benning are less favorable in both subgroups now than in May 1972. However, the negative change in the E1-E4 subgroup was much sharper than that in the E5 subgroup. The overall drop in attitudes toward Fort Benning stems mainly from these lower ranking enlisted soldiers.

GENERAL ATTITUDES TOWARD THE ARMY

TAB 5 shows the results of analysis of four sets of items describing general attitudes toward the Army. The following conclusions can be drawn.

a. The graphs of factor composite scores differ from previous graphs, in that the involvement (pride in Army service) curve appears considerably higher in these graphs. This occurs because of a different procedure for handling four negative items in the involvement factor. The new curve is correctly representative of this attitude and its relative standing in relation to the others.

b. For all four major groups surveyed, the pride in Army service curve is considerably higher than the other curves. For Extended Groups, the security curve is next, followed by leadership and equities. For First-Term Groups, the leadership curve is second highest, followed by security and equities rather closely together.

c. Changes in general attitudes since May 1972 include the following:

- (1) First-Term Enlisted. Changes are generally small.
- (2) Extended Enlisted. Changes are generally small except that attitudes about inequities have become more favorable.
- (3) First-Term Officers. All four factor scores show an upturn, but especially pride in service and security. (This probably is the result of the increased number of RA Officers in the present sample.)
- (4) Extended Officers. The general decline in factor scores found in previous surveys has continued. However, these changes are slight. Pride in service is very nearly as high as the scale permits it to be.

SIGNIFICANT CHANGES IN VOLAR ITEMS

TAB 6 presents, for each of the four major groups, the specific VOLAR action items on which significant change was found since the last administration.

a. First-Term Enlisted. There were 27 significant changes, all of which were negative. Four items showed very significant negative change. These four items are:

- (1) 31. Assistance offered for drug problems.
- (2) 35. The variety of food offered in the unit mess halls.
- (3) 54. The frequency with which military personnel are required to perform refuse and garbage pick-up details.
- (4) 97. The installation of carbonated beverage machines in unit mess halls.

b. First-Term Officers. Eleven significant changes were found, of which nine were negative.

- (1) The two positive changes are leadership items.
- (2) The significant negative changes seem preponderantly to concern enlisted personnel, e.g., policies on travel distance during off-duty times, the frequency with which military personnel are required to cut grass and police the post, and so on.

c. Extended-Term Enlisted. Of the five significant changes for this group, four were negative.

(1) The positive change concerned information provided newly commissioned officers on customs of the service and standards of dress.

(2) Negative changes concerned bed check policies, sign-in and sign-out policies, shuttle bus service on post, and the quarters cleaning service for personnel clearing post quarters. (This last area was significantly negative for all groups except First-Term Enlisted.)

d. Extended-Term Officer. Of eight changes noted for this group, seven were negative.

(1) The positive change concerned the policy dealing with beer in barracks.

(2) The most significant negative changes dealt with the quarters, availability of guest house facilities, the reduction of hurry up and wait, and the opportunity to take care of personnel actions during lunch period.

LEVELS OF SATISFACTION OF VOLAR ACTIONS

Some of the items showing negative change actually received ratings well above the midpoint of the rating scale. For these items, absolute level of satisfaction therefore was still relatively high, and the change indicates erosion of satisfaction with that item. TAB 7 provides a means for determining the absolute level of satisfaction with the VOLAR action areas. For First-Term Enlisted, all items are shown. For the remaining three groups, only the top and bottom ten are shown.

a. First-Term Enlisted.

(1) The items showing most positive overall level dealt with: Frequency of performing KP, bed check policies, travel distance policies, carbonated beverage machines in unit mess halls, and beer in barracks policy.

(2) The five items with most negative reactions concerned: Angry leadership style, opportunity for post athletic teams to play local amateur teams, variety of food in mess halls, reactions to complaints and recommendations of young soldiers, and reduction of hurry up and wait. Of the negative items, highly significant negative change occurred only on that one concerned with the variety of food offered in the unit mess hall. Of the remaining four, the observed negative change was significant for three only at the minimum level required for significance, and not significant for the remaining one.

(3) A check of the next-lowest five items revealed that only one showed significant negative change over the last evaluation period. This suggests that substantial dissatisfaction exists concerning these areas, and that it has existed for a substantial time. Some of these areas would seem to offer opportunity for future in movement.

b. Extended-Term Enlisted.

(1) The five items with most positive overall reactions concerned: Travel distance policies, the "open door" policy, carbonated beverage machines, the Commissary operating hours, and sign-in and sign-out policies.

(2) The five lowest concerned: Awards and decorations program, the opportunity for post athletic teams to play against local civilian teams, information provided personnel prior to their arrival, the quarters cleaning service, and the reduction of hurry up and wait.

c. First-Term Officers.

(1) The five most favorable items concerned: The "open door" policy, carbonated beverage machines, directional signs for incoming USAIS students, Commissary operating hours, and travel distance policies.

(2) The five most negative concerned: Opportunity to take care of personnel actions during lunch periods, opportunity for post athletic teams to play local amateur civilian teams, information about MAC flights, reduction of hurry up and wait, and soliciting procedures for fund drives, etc.

d. Extended-Term Officers.

(1) The five most favorable areas were: "Open door" policy, Commissary operating hours, college tuition assistance program, travel distance policies, and directional signs for USAIS students.

(2) The five most negative items were: Realistic suspense dates, guest house facility availability, maintenance and repair of troop billets and family quarters, soliciting procedures for fund drives, etc., and the quarters cleaning service. Of these five items, the last showed a particularly strong negative change.

DIRECTION AND AMOUNT OF CHANGE

TAB 8 presents all 106 VOLAR actions, arranged in order from greatest positive change to greatest negative change for the four basic groups surveyed. This tab shows the level of significance of the change and facilitates identification of the items showing the greatest amount of change, either positive or negative. For each of the grade groups, the five items showing the greatest amount of negative change were:

a. First-Term Enlisted.

- (1) 35 The variety of food offered in the unit mess hall.
- (2) 54 The frequency with which military personnel are required to perform refuse and garbage pick-up details.
- (3) 11 The elimination of formations which deprive soldiers of personal time or indicate a lack of trust.
- (4) 31 Assistance offered for drug problems.
- (5) 97 The installation of carbonated beverage machines in unit mess halls.

b. Extended-Term Enlisted.

- (1) 94 The quarters cleaning service for personnel clearing post quarters.
- (2) 62 Shuttle bus service on post.
- (3) 12 The policies regarding bed check.
- (4) 13 The policies and procedures regarding sign-in and sign-out.
- (5) 35 The variety of food offered in the unit mess hall.

c. First-Term Officer.

- (1) 2 The number of times I have received Saturday, Sunday, or holiday duty assignments.
- (2) 53 The frequency with which military personnel are required to cut grass and police the post.
- (3) 94 The quarters cleaning service for personnel clearing post quarters.
- (4) 26 The policies on travel distance during off-duty time.
- (5) 32 The opportunity to take care of personnel actions during lunch period.

d. Extended-Term Officer.

- (1) 94 The quarters cleaning service for personnel clearing post quarters.
- (2) 55 The maintenance and repair of troop billets and family quarters.
- (3) 36 The attitude and service provided by civilian personnel who staff PX facilities (i.e., snack bars, etc.).
- (4) 32 The opportunity to take care of personnel actions during lunch period.
- (5) 10 The reduction of "hurry up and wait."

Analysis of Reasons for Decline in Attitudes Toward Fort Benning

1. Analysis of attitudes toward Fort Benning as a post showed a sharp drop, especially among first-term enlisted personnel, over the time period of the present evaluation. Additional analyses were undertaken in an effort to learn the reason for this drop.

a. The survey questionnaire included questions to obtain personal data from the respondent. Using the background data as a basis, the total sample was broken down into subsamples. For each subsample, average response to Fort Benning as a post was then examined. While several of the variables were found to be significantly associated with attitudes toward Fort Benning, the most meaningful one was enlisted rank. The summary table below summarizes changes that have occurred since May 1972. Attitudes toward Fort Benning

Attitudes Toward Fort Benning
First-Term Enlisted

<u>Rank</u>	<u>MAY 72</u>	<u>NOV 72</u>
E1-4	1.58	1.80
E5	1.30	1.38

are somewhat more negative even among E5 personnel. However, the major change has been among soldiers in the ranks of E1 through E4.

b. Efforts were then directed toward learning why attitudes toward Fort Benning shifted so severely in the E1-4 subgroup. Two different approaches were used. The first was a stepwise multiple correlation. This is a technique that identifies "most important" variables. A summary of these analyses is in TAB 10. Four variables were found most importantly related to attitudes toward Fort Benning:

Security

Information about post and community activities...

Shuttle bus service on post...

Inequities

(1) In comparison with the results of a similar analysis for the May 1972 data (see TAB 10), two changes were apparent. First, the contribution of security to attitudes toward post is substantially greater in the present survey. Second, inequities was found to be important in this survey, though it was not in May 1972.

(2) A similar analysis was done for career intentions. (See TAB 10.) These findings were compared with the findings described above. While security and pride in service were both important for career intentions, inequities was not.

(3) The comparison suggests that attitudes toward Fort Benning have been influenced at least in part by perceived inequities, in the E1-E4 rank group.

c. To further clarify these findings, VOLAR action items were re-examined for first-term enlisted soldiers, E1-E4 ranks only. The summary table below shows the items on which negative change occurred, together with the amount and significance of the change. The apparently most important items have been underlined in this table, for emphasis. The kinds of items that emerged as significant are quite similar to those identified during the earlier analysis of first-term enlisted soldiers as a whole.

Soldiers Judgments of Best/Most-Needed VOLAR Actions

1. The VOLAR questionnaire included a final question asking respondents to name the VOLAR action they thought most important, and the most needed possible future action to encourage career decisions. A substantial number of personnel in all four of the basic analysis groups wrote answers to these questions. A content analysis was accomplished for both types of questions. The complete analysis results are contained in TAB 11, for all four groups.

t-Tests of MAY 72 vs. NOV 72
First-Term Enlisted E1-E4
Significantly Negative Changes Only

MAY 72		NOV 72		Diff.	p	Item Number and Content
Mean	SD	Mean	SD			
3.21	1.10	3.04	1.17	-.17	.03	3 The awards and decorations program.
3.40	1.39	3.09	1.53	-.31	.02	11 <u>The elimination of formations which deprive soldiers of personal time or indicate a lack of trust.</u>
3.82	1.34	3.65	1.41	-.17	.04	28 The policies regarding payday.
3.29	1.53	3.06	1.52	-.23	.04	29 Compensatory time off during the week for personnel required to perform weekend details.
3.80	1.12	3.54	1.20	-.26	.00	31 <u>Assistance offered for drug problems.</u>
3.32	1.38	2.88	1.43	-.44	.00	35 <u>The variety of food offered in the unit mess hall.</u>
3.37	1.21	3.17	1.28	-.20	.02	41 <u>Inprocessing procedures.</u>
3.54	1.29	3.38	1.31	-.16	.04	53 The frequency with which military personnel are required to cut grass and police the post.
3.63	1.23	3.32	1.29	-.31	.00	54 <u>The frequency with which military personnel are required to perform refuse and garbage pick-up details.</u>
3.36	1.15	3.15	1.19	-.21	.04	63 The merit award system for recognizing outstanding soldiers.
3.60	0.89	3.40	.98	-.20	.02	77 The Army Community Service Program.
3.91	0.93	3.76	1.08	-.15	.04	90 The college tuition assistance program for military personnel attempting to further their civilian education.
3.74	1.07	3.58	1.12	-.16	.04	91 Dental care for dependents.
3.47	1.08	3.34	1.14	-.13	.04	92 The amount of information extended to the soldiers through the Army Information Program.
4.32	0.89	4.08	1.09	-.24	.00	97 <u>The installation of carbonated beverage machines in unit mess halls.</u>
3.86	0.96	3.68	1.08	-.18	.01	103 Clothing and jewelry provided by the Mod Shop.

a. The summary table below shows the top seven categories of comments for first-term enlisted personnel in response to Question 1, the most important VOLAR action.

	<u>Frequency of Response</u>	<u>Percentage</u>	<u>Item</u>
1.	81	31.5	Civilian KP.
2.	36	13.8	Regular working hours (includes 5-day work week, 8-hour day, and more free time).
3.	26	10.0	Pay raise.
4.	20	7.7	Individual freedom, respect, and responsibility.
5.	14	5.4	Reduction of formations (includes elimination of reveille).
6.	13	5.0	Living conditions (includes policies regarding late sleep on weekends, and improved food).
7.	13	5.0	Harassment.

b. In a similar fashion, the summary table below shows responses to Question 2, the most needed possible future action, for the same group.

	<u>Frequency of Response</u>	<u>Percentage</u>	<u>Item</u>
1.	27	8.9	Better leadership (more proficient and professional officers and NCOs).
2.	26	8.5	More pay.
3.	25	8.2	More liberal haircut policy.
4.	25	8.2	Less harassment.
5.	20	6.6	More individual freedom, respect, and responsibility.
6.	20	6.6	Improved living conditions, (food, quarters, and privacy).
7.	17	5.6	Better relations between soldiers, NCOs, and officers (more understanding and communication).
8.	17	5.6	Improve finance.

c. TAB 11 also contains some illustrative verbatim comments that both elaborate these content categories, and provide an additional conclusion. This conclusion, and conclusions derived from the two summary tables above, are:

(1) A large number of the comments demonstrated belief that the VOLAR program has been discontinued, and with it the VOLAR actions themselves. Attitudes expressed toward VOLAR in these comments were quite favorable. However, soldiers want VOLAR back.

(2) A general theme in responses to Question 1 was a feeling that VOLAR has been responsible for major improvements in working and living conditions, together with increased respect for the personal dignity of the enlisted soldier. However, the responses to Question 2 suggest that this has not been enough. A substantial number of responses indicated a need for better leadership, more respect for the individual soldier's personal dignity, and for more understanding and communication between soldiers, NCOs, and officers. (Data from other sources suggests that communication between ranks is a major problem area. This was one finding in the Army War College leadership study, for example, and there has been evidence on this same point from the results of the survey conducted for the Board for Dynamic Training.)

REENLISTMENT AND DISCIPLINE

In addition to the VOLAR action items, this report summarizes reenlistments and three discipline indicators.

a. Reenlistments are shown as the first graph in TAB 9. The graph shows that actual reenlistments have continued a slight upward trend, with the exception of the very major upsurge noted in May and June of CY 1971.

b. A comparison of Congressionals, Article 15's, and AWOL's over the period from January 1970 to December 1972 shows:

- (1) AWOL's are considerably lower for 1972 and continue a downward trend.
- (2) Article 15's are higher than in previous years, though showing a downward trend over the present year.
- (3) Congressional inquiries are considerably lower for CY 1972 than in previous years, with a general downward trend still in evidence.

DISCUSSION

The rather sharp drop in attitudes toward Fort Benning is perhaps the major finding from the present evaluation. Substantial effort was made to learn why this occurred. Insofar as the data allowed determination, it appears that the major change in attitudes has occurred among the lowest ranking enlisted soldiers. However, it also appears that the specific action items covered in the present questionnaire are not sufficient to explain the drop in attitudes.

There are two reasons for this statement. First, the items which were found by t-test to show major negative change in the lowest ranking enlisted group were not the same as those found by the stepwise correlation technique. Thus, there is disagreement between techniques in the findings obtained. This suggests that specific item findings may not be reliable. Second, the content analysis of "most needed" actions (see TAB 11) produced findings that were in disagreement with the findings from each of the other approaches.

These observations lead to the conclusion that the questionnaire probably does not address all of the actual reasons for the drop in attitudes toward post. By inference, the following possibilities are suggested:

a. There has been an increase at Fort Benning in requirements. The average monthly requirements in CY 1972 ran nearly 100% higher than corresponding requirements for CY 1971. The increased requirements have been associated with a decrease of approximately 26% in enlisted strength. The enlisted soldier must certainly have felt these measures at least to some extent.

b. The combination of increased requirements and decreased resources has made the problems of leaders considerably more acute. The fact that improved leadership was the top need in the content analysis of the open-ended questions suggests that officers and NCOs may well be using less effective leadership techniques as requirements mount and ability to satisfy requirements decreases. If this is correct, there is a need for increased emphasis on effective leadership techniques at Fort Benning.

c. A probable major additional variable is the apparent belief among a large number of the surveyed enlisted personnel that VOLAR has been discontinued. This belief is supported by the discontinuance of the MVA office, and the relocation of its function. It seems likely that this move, and the discontinuation of VOLAR/MVA publicity may have contributed in a major way to the decline in attitudes toward Fort Benning.

The significance of attitudes toward Fort Benning as a post probably goes well beyond Fort Benning itself. A large number of comments gave recognition to the fact that VOLAR actions have made the Army a more desirable career. If it can be assumed that the lower profile of VOLAR/MVA at Fort Benning is in part responsible for present attitudes, then it is reasonable to predict that career intentions may eventually follow the decline already taken by attitudes toward post.

It should be emphasized that career intentions, at present, remain high, generally as high as at any previous point in the evaluation of the VOLAR program. The major point of the present evaluation is, rather, that there appears to have been an erosion of impact during the past evaluation period. By inference, a continuation of the erosion will lead to a deterioration of career intentions. The value of the present analysis is that it is sufficiently timely that it permits the possibility of remedial actions before that erosion in career intentions takes place.

Analysis of changes in composition of the samples surveyed suggests that one unmeasured item, unit of choice recruiting, may be one of the most significant VOLAR action areas. This is a logical conclusion, based on the fact that soldiers who are serving enlistments are more favorable toward the Army and toward an eventual career than are draftees. First enlistment soldiers are more favorably disposed toward Fort Benning and toward long-term Army service. However, the unit of choice program is probably substantially responsible for the large increase in such personnel in the most recent sample, as compared to the November 1970 survey sample. It therefore seems logical to conclude that the unit of choice recruiting program is a strong contributor to the success of the VOLAR experiment at Fort Benning. It is unfortunate that an index could not have been developed to measure its impact in a systematic way.

SUMMARY

1. The major finding from the present evaluation is that the effects of the VOLAR/MVA program at Fort Benning appear in jeopardy. Attitudes toward Fort Benning as a post have dropped sharply among lower ranking enlisted personnel, and there has been a general shift in the negative direction of attitudes toward a substantial number of the VOLAR actions themselves. Intensive analysis of the data suggests that this is not an artifact, but rather a set of real changes, probably caused by:

a. Sharply increased requirements while troop strength to meet these requirements has decreased.

b. Possible use of less effective leadership by officers and NCOs (or, conversely, failure to use more effective leadership techniques as requirements increase).

c. A rather widely held belief that the VOLAR/MVA program has been done away with.

2. Though attitudes toward post have become less favorable, career intentions remain high for the primary target groups. That is, there has as yet been no erosion in career intentions. This suggests either one or both of the following:

a. Attitudes toward post do not influence attitudes toward a career.

b. Career intentions change more slowly than attitudes toward post. (This is somewhat more likely than the preceding.)

3. It seems likely that, if facility resources permit, the MVA quality control office, or some parallel office, should be re-established with the primary mission of continuing to improve MVA action impact at Fort Benning. Since this is a type of mission that parallels, in concept, the

mission of those working on leadership and race relations, it is possible that this function might appropriately be closely coordinated with Leadership Department activities. This might be judged doubly appropriate in that one of the strongest expressed needs in the open-ended questions was for improved leadership.

4. Logical analysis suggests that the unit of choice recruiting program may be one of the most effective VOLAR/MVA efforts.

TAB 1
TOTAL SAMPLE

TABLE 1
PARTITION OF SAMPLE

<u>GROUP NO.</u>	<u>GRADE</u>	<u>TOUR STATUS</u>	<u>SURVEYED DATE TESTED</u>	<u>NUMBER</u>
1	ENLISTED	FIRST	NOV 70	1116
2	ENLISTED	FIRST	JUN 71	774
3	ENLISTED	FIRST	AUG 71	543
4	ENLISTED	FIRST	NOV 71	554
5	ENLISTED	FIRST	FEB 72	499
6	ENLISTED	FIRST	MAY 72	479
7	ENLISTED	FIRST	NOV 72	441
			SUB-TOTAL	4406
11	ENLISTED	EXTENDED	NOV 70	674
12	ENLISTED	EXTENDED	JUN 71	377
13	ENLISTED	EXTENDED	AUG 71	367
14	ENLISTED	EXTENDED	NOV 71	308
15	ENLISTED	EXTENDED	FEB 72	327
16	ENLISTED	EXTENDED	MAY 72	378
17	ENLISTED	EXTENDED	NOV 72	341
			SUB-TOTAL	2772
21	OFFICER	FIRST	NOV 70	260
22	OFFICER	FIRST	JUN 71	217
23	OFFICER	FIRST	AUG 71	114
24	OFFICER	FIRST	NOV 71	91
25	OFFICER	FIRST	FEB 72	96
26	OFFICER	FIRST	MAY 72	84
27	OFFICER	FIRST	NOV 72	96
			SUB-TOTAL	958
31	OFFICER	EXTENDED	NOV 70	550
32	OFFICER	EXTENDED	JUN 71	203
33	OFFICER	EXTENDED	AUG 71	206
34	OFFICER	EXTENDED	NOV 71	205
35	OFFICER	EXTENDED	FEB 72	228
36	OFFICER	EXTENDED	MAY 72	203
37	OFFICER	EXTENDED	NOV 72	206
			SUB-TOTAL	1801
			TOTAL	9937

TAB 2

EXPRESSED CAREER INTENTIONS

TABLE 2

Expressed Career Intentions
All Groups

Which of the following best describes your Army career intentions:

1. I will remain in the Army until retirement.
2. I will remain in the Army for a while longer, but have not decided yet about staying until retirement.
3. I am undecided about my Army career intentions.
4. I will leave the Army upon completion of current obligation.

FIRST-TERM ENLISTED

	Time				
<u>CAREER</u>	<u>NOV 70</u>	<u>JUN 71</u>	<u>NOV 71</u>	<u>MAY 72</u>	<u>NOV 72</u>
1. Retire	1.4%	2.1%	3.6%	3.8%	6.2%
2. Remain	4.9	7.5	10.7	16.1	16.7
3. Undecided	12.0	13.3	17.7	28.2	22.2
4. Leave	81.6	77.1	68.0	52.0	54.9
Mean Responses*	3.74	3.66	3.50	3.28	3.26

FIRST-TERM OFFICER

	Time				
<u>CAREER</u>	<u>NOV 70</u>	<u>JUN 71</u>	<u>NOV 71</u>	<u>MAY 72</u>	<u>NOV 72</u>
1. Retire	7.3%	10.1%	12.1%	9.5%	12.2%
2. Remain	14.3	12.9	20.9	16.7	28.6
3. Undecided	20.1	14.3	16.5	21.4	20.4
4. Leave	58.3	62.7	50.5	52.4	38.8
Mean Responses*	3.29	3.29	3.05	3.17	2.86

NOTE: The lower the group mean, the more favorable the response. A group mean of 1.00 would indicate that everyone within that group intends to remain in the Army until retirement.

TABLE 2 (Continued)

TAB 2

EXTENDED-TERM ENLISTED

<u>CAREER</u>	<u>Time</u>				
	<u>NOV 70</u>	<u>JUN 71</u>	<u>NOV 71</u>	<u>MAY 72</u>	<u>NOV 72</u>
1. Retire	71.2%	64.5%	65.9%	64.0%	64.4%
2. Remain	9.6	12.5	12.7	13.0	12.2
3. Undecided	8.6	10.3	7.5	8.7	9.3
4. Leave	10.5	12.7	14.0	14.3	14.0
Mean Responses*	1.58	1.71	1.69	1.73	1.73

EXTENDED-TERM OFFICER

<u>CAREER</u>	<u>Time</u>				
	<u>NOV 70</u>	<u>JUN 71</u>	<u>NOV 71</u>	<u>MAY 72</u>	<u>NOV 72</u>
1. Retire	77.9%	78.8%	76.6%	78.4%	72.9%
2. Remain	12.4	11.8	15.1	10.8	16.9
3. Undecided	4.9	3.9	4.4	7.4	6.3
4. Leave	4.7	5.4	3.9	3.4	3.4
Mean Responses*	1.36	1.36	1.36	1.36	1.40

NOTE: The lower the group mean, the more favorable the response. A group mean of 1.00 would indicate that everyone within that group intends to remain in the Army until retirement.

FIGURE 1
EXPRESSED CAREER INTENTIONS
FIRST-TERM OFFICER

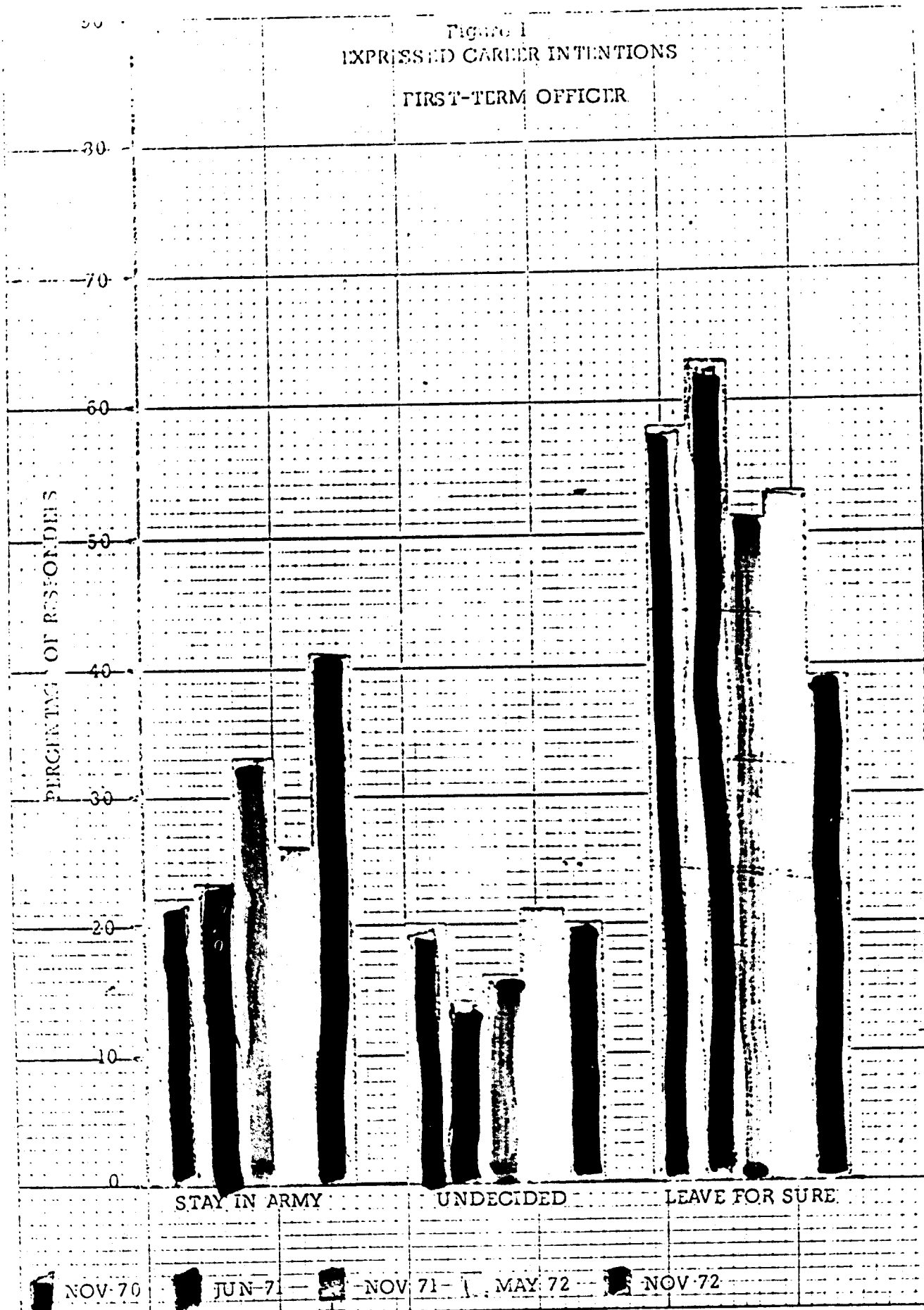
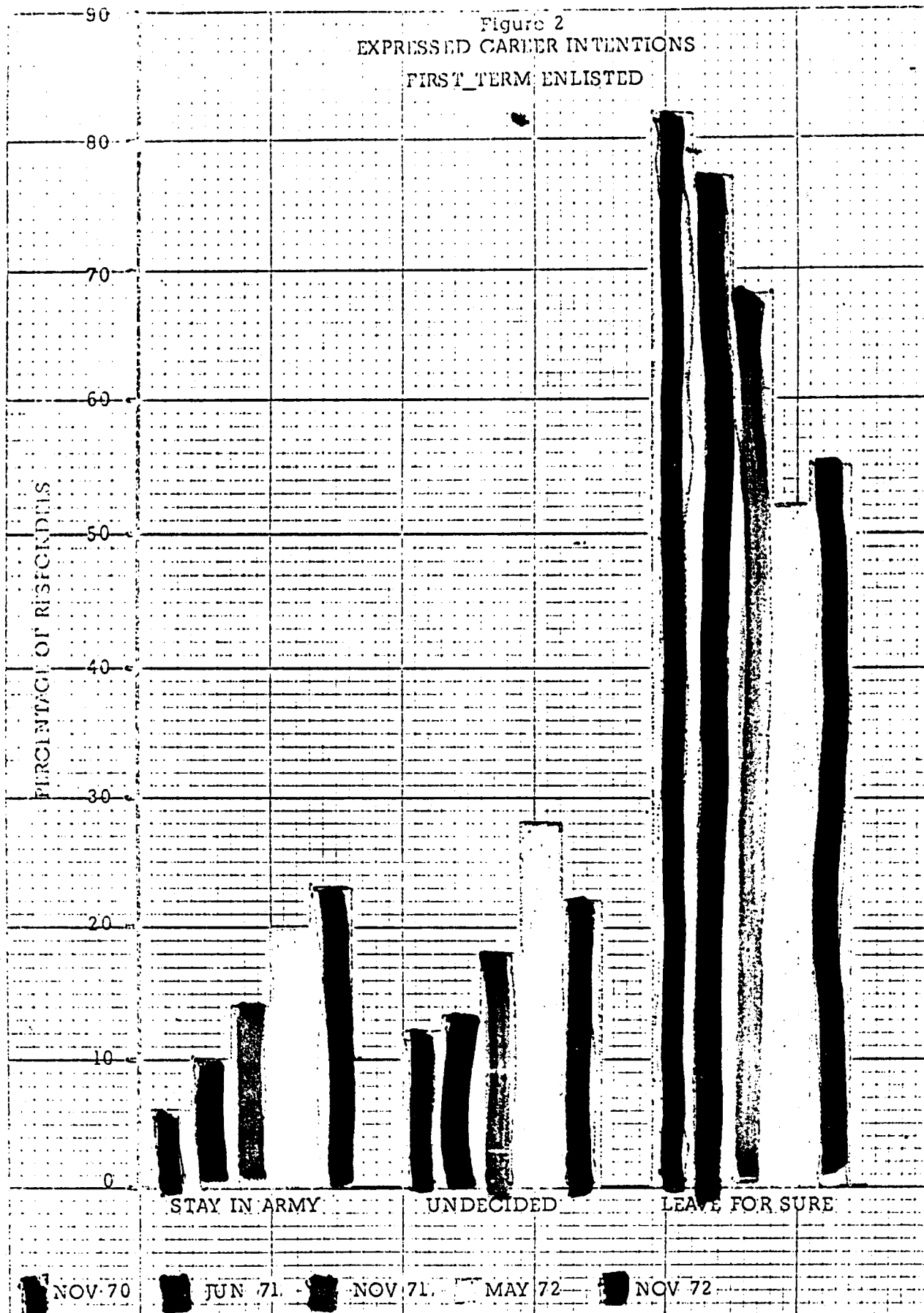
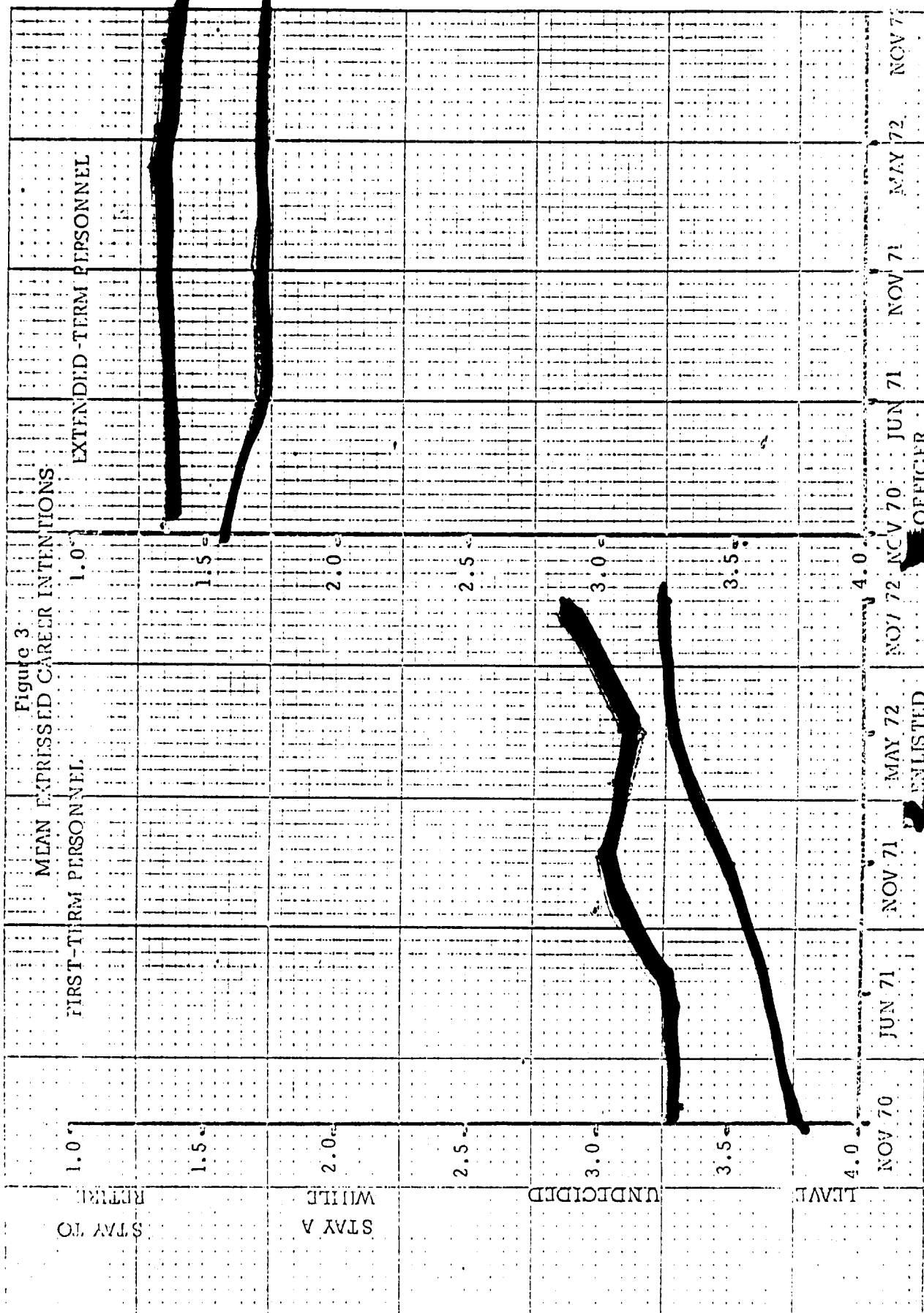


Figure 2
EXPRESSED CAREER INTENTIONS
FIRST TERM ENLISTED



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TAB 3

SATISFACTION WITH FORT BENNING

TABLE 3

Satisfaction With Fort Benning

Compared to other Army posts within the United States, where I have been assigned, this post is:

1. One of the best.
2. About average.
3. One of the worst.
0. I have served at no other post.

FIRST-TERM ENLISTED

Time					
Post	NOV 70	JUN 71	NOV 71	MAY 72	NOV 72
1. Best	36.3	52.6	54.1	56.6	40.9
2. Average	45.7	35.4	37.2	33.8	45.2
3. Worst	18.0	12.0	8.7	9.6	13.3
Mean Response*	1.82	1.59	1.55	1.53	1.71

EXTENDED-TERM ENLISTED

Time					
Post	NOV 70	JUN 71	NOV 71	MAY 72	NOV 72
1. Best	32.2	40.9	46.3	39.6	49.1
2. Average	49.2	45.6	40.6	50.7	38.5
3. Worst	18.6	13.5	13.1	9.7	12.4
Mean Response*	1.86	1.73	1.67	1.70	1.63

FIRST-TERM OFFICER

Time					
Post	NOV 70	JUN 71	NOV 71	MAY 72	NOV 72
1. Best	46.5	46.5	50.0	55.8	37.9
2. Average	42.8	46.5	42.6	34.9	56.9
3. Worst	10.7	7.1	7.4	9.3	5.2
Mean Response*	1.64	1.61	1.58	1.53	1.67

NOTE: Low mean response (*) score is desirable.

TABLE 3 (Continued):

EXTENDED-TERM OFFICER

Post	Time				
	NOV 70	JUN 71	NOV 71	MAY 72	NOV 72
1. Best	53.4	57.0	62.6	65.3	61.1
2. Average	38.8	36.0	33.0	31.2	33.5
3. Worst	7.8	7.0	4.4	3.5	5.4
Mean Response*	1.54	1.50	1.42	1.38	1.44

NOTE: Low mean response (*) score is desirable.

TAB 4

CHANGE IN SAMPLE COMPOSITION

TABLE 4-A

Present Military Status

FIRST-TERM ENLISTED

<u>STATUS</u>	<u>Time</u>				
	<u>NOV 70</u>	<u>JUN 71</u>	<u>NOV 71</u>	<u>MAY 72</u>	<u>NOV 72</u>
1. Draftee	42.8%	44.6%	36.7%	20.1%	15.0%
2. First Enl.	51.1	51.6	58.2	72.2	72.3
3. Nat'l Guard	0.5	0.1	0.0	0.0	0.2
4. Career Enl.	3.8	3.2	4.4	7.7	11.9
Mean Response	1.71	1.64	1.75	1.95	2.11

FIRST-TERM OFFICER

<u>STATUS</u>	<u>Time</u>				
	<u>NOV 70</u>	<u>JUN 71</u>	<u>NOV 71</u>	<u>MAY 72</u>	<u>NOV 72</u>
5. Res. ADT	8.5%	16.6%	19.8%	46.4%	12.2%
6. Res. OBV	62.5	54.4	36.3	21.4	35.7
7. Res. Ind.	13.9	18.9	14.3	10.7	9.2
8. Reg. Army	13.1	9.7	27.5	17.9	32.7
Mean Response	6.25	6.20	6.40	5.86	6.24

TABLE 4-B
Expressed Career Intentions
E1-E4

Which of the following best describes your Army career intentions:

1. I will remain in the Army until retirement.
2. I will remain in the Army for a while longer, but have not decided yet about staying until retirement.
3. I am undecided about my Army career intentions.
4. I will leave the Army upon completion of current obligation.

E1-E4

Time

<u>CAREER</u>	<u>NOV 70</u>	<u>JUN 71</u>	<u>NOV 71</u>	<u>MAY 72</u>	<u>NOV 72</u>
1. Retire	0.5%	2.1%	3.2%	2.6%	5.2%
2. Remain	3.7	5.4	8.7	14.0	15.1
3. Undecided	12.6	12.5	15.3	28.2	21.5
4. Leave	83.2	80.0	72.8	55.3	58.1
N=	810	480	437	387	344

E-5

Time

<u>CAREER</u>	<u>NOV 70</u>	<u>JUN 71</u>	<u>NOV 71</u>	<u>MAY 72</u>	<u>NOV 72</u>
1. Retire	3.8%	2.1%	5.2%	8.7%	11.3%
2. Remain	8.5	10.6	18.1	25.0	25.4
3. Undecided	10.6	14.7	26.7	28.3	26.8
4. Leave	77.1	72.6	50.0	38.0	36.6
N=	293	292	116	92	71
p=	.0001	.03	.0001	.0006	.005

TABLE 4-C

**Expressed Career Intentions
Non-Draftee and Draftee**

Which of the following best describes your Army career intentions:

1. I will remain in the Army until retirement.
2. I will remain in the Army for a while longer, but have not decided yet about staying until retirement.
3. I am undecided about my Army career intentions.
4. I will leave the Army upon completion of current obligation.

NON-DRAFTEE

	Time				
<u>CAREER</u>	<u>NOV 70</u>	<u>JUN 71</u>	<u>NOV 71</u>	<u>MAY 72</u>	<u>NOV 72</u>
1. Retire	2.5%	3.3%	5.4%	4.4%	7.3%
2. Remain	7.2	11.9	16.0	19.1	18.3
3. Undecided	15.0	15.4	21.9	31.3	24.4
4. Leave	75.2	69.5	56.7	45.2	50.0
N=	638	429	351	383	356

DRAFTEE

	Time				
<u>CAREER</u>	<u>NOV 70</u>	<u>JUN 71</u>	<u>NOV 71</u>	<u>MAY 72</u>	<u>NOV 72</u>
1. Retire	0.0%	0.6%	0.5%	1.0%	0.0%
2. Remain	1.9	2.0	1.5	4.2	7.9
3. Undecided	8.0	10.7	10.4	15.6	9.5
4. Leave	90.1	86.7	87.6	79.2	82.5
N=	476	345	202	96	63
p=	.0000	.0000	.0000	.0000	.0000

TABLE 4-D

Percentage of E1-E4s and E5s
Selecting Each Post Evaluation Choice

Compared to other Army posts within the United States, where I have been assigned, this post is:

1. One of the best.
2. About average.
3. One of the worst.
0. I have served at no other post.

E1-E4			
Time			
<u>POST</u>	<u>MAY 72</u>	<u>NOV 72</u>	
1. Best	52.7	35.9	
2. Average	36.3	47.8	
3. Worst	11.0	16.3	
N=	355	301	

E5			
Time			
<u>POST</u>	<u>MAY 72</u>	<u>NOV 72</u>	
1. Best	73.5	64.7	
2. Average	22.9	32.4	
3. Worst	3.6	2.9	
N=	83	68	

TAB 5

GENERAL ATTITUDES TOWARD THE ARMY

5

TABLE 5

Items Defining Factors -- Attitudes Toward the Army

FACTOR I -- Ego Involvement with the Army and Its Missions:

- 7. Doing a good job in the Army gives me a feeling of satisfaction.
- 14. Army service gives me a sense of achievement.
- 15. I consider it an honor to be a soldier in the United States Army.
- 17. Army service gives me a sense of contributing to society.
- 3. Army service gives me a sense of responsibility.
- 6. Army service gives me a sense of authority.
- 11. Army service gives me a sense of challenge.
- 1. By being in the Army, I am performing an important service to my country.
- 31. Defending the United States is an important duty to me.
- 2. The Army is essential for the defense of our country.
- *4. I don't care how well I do in the Army.
- 9. The discipline you get in the Army is good for you.
- *21. The reputation of the Army is not very important to me.
- 30. I feel that being in the Army has improved my character.
- *12. If I had a choice, I would rather serve my country in some way other than being in the Army.
- *23. The performance of my unit is not very important to me.

FACTOR II - Rejection of Army Ways (As Inequitable):

- *24. The Army has the wrong idea about what a fair day's work should be.
- *26. I will not get the jobs for which I have been trained.
- *32. It is very hard on young children to have a father in the Army.
(Officer only)
- *18. There is too much unnecessary harassment in the Army.

FACTOR III - Security Needs:

- 29. Army service gives me a sense of security.
- 20. Army service gives me a feeling of freedom from anxiety.
- 8. Army service gives me a sense of independence.
- 14. Army service gives me a sense of achievement.
- 25. Army service satisfies my needs for a feeling of financial security.
- 22. Army service gives me a feeling of personal privacy.
- 11. Army service gives me a sense of challenge.
- 17. Army service gives me a sense of contributing to society.
- 27. I feel that I am better off economically in the Army than in civilian life.
- 6. Army service gives me a sense of authority. (Enlisted only)
- 28. I like the security and certainty of Army life. (Officer only)

*These items have negative loadings.

TABLE 5 (Continued)

FACTOR IV -- Leadership:

- 10. Army officers are generally understanding of the needs and problems of their men.
- 16. Most of the NCOs in the Army are well qualified for their jobs.
- 5. Most Army officers are well qualified for their jobs.
- 19. Regardless of their ranks or jobs in the Army, men are treated with proper respect.
- 13. Army NCOs are generally understanding of the needs and problems of their men.

TABLE
MEAN FACTOR COMPOSITE SCORES

	NOV 70	NOV 71	NOV 72	MAY 72	NOV 72	Nov 70-Nov 72 CHANGE	Level	Nov 71-Nov 72 CHANGE	Level	Sig. May 72-Nov 72 CHANGE	Sig. Level
<u>ENLISTED FIRST-TERM</u>											
Involvement	3.92	4.03	4.21	4.20	4.20	Positive	.000	Positive	.000	Negative	NS
Inequities	4.38*	3.79	3.74	3.78	3.78	Positive	.000	Positive	NS	Negative	NS
Security	2.65	2.85	3.18	3.19	3.19	Positive	.000	Positive	.000	Positive	NS
Leadership	3.24	3.42	3.46	3.45	3.45	Positive	.000	Positive	NS	Negative	NS
<u>ENLISTED EXTENDED</u>											
Involvement	5.25	5.09	5.09	5.08	5.08	Negative	.000	Negative	NS	Negative	NS
Inequities	3.70*	3.12	3.25	3.06	3.06	Positive	.000	Positive	NS	Positive	.02
Security	4.34	4.26	4.30	4.29	4.29	Negative	NS	Positive	NS	Negative	NS
Leadership	3.98	3.99	3.94	3.92	3.92	Negative	NS	Negative	NS	Negative	NS
<u>OFFICER FIRST-TERM</u>											
Involvement	4.61	4.74	4.50	4.85	4.85	Positive	.000	Positive	.05	Positive	.001
Inequities	3.90*	3.70	3.83	3.60	3.60	Positive	.01	Positive	NS	Positive	NS
Security	3.17	3.48	3.40	3.70	3.70	Positive	.000	Positive	.01	Positive	.001
Leadership	3.75	3.94	3.84	3.91	3.91	Positive	.05	Negative	NS	Positive	NS
<u>OFFICER EXTENDED</u>											
Involvement	5.56	5.48	5.46	5.39	5.39	Negative	.000	Negative	.05	Negative	NS
Inequities	3.17*	3.12	3.12	3.15	3.15	Positive	NS	Negative	NS	Negative	NS
Security	4.51	4.42	4.40	4.34	4.34	Negative	.001	Negative	NS	Negative	NS
Leadership	4.41	4.39	4.34	4.27	4.27	Negative	.001	Negative	.05	Negative	NS

*The factor composite scores for Inequities have negative loadings, therefore, a positive change is viewed as one which decreases over time.

Figure
MEAN FACTOR COMPOSITE SCORES
Extended Officers.

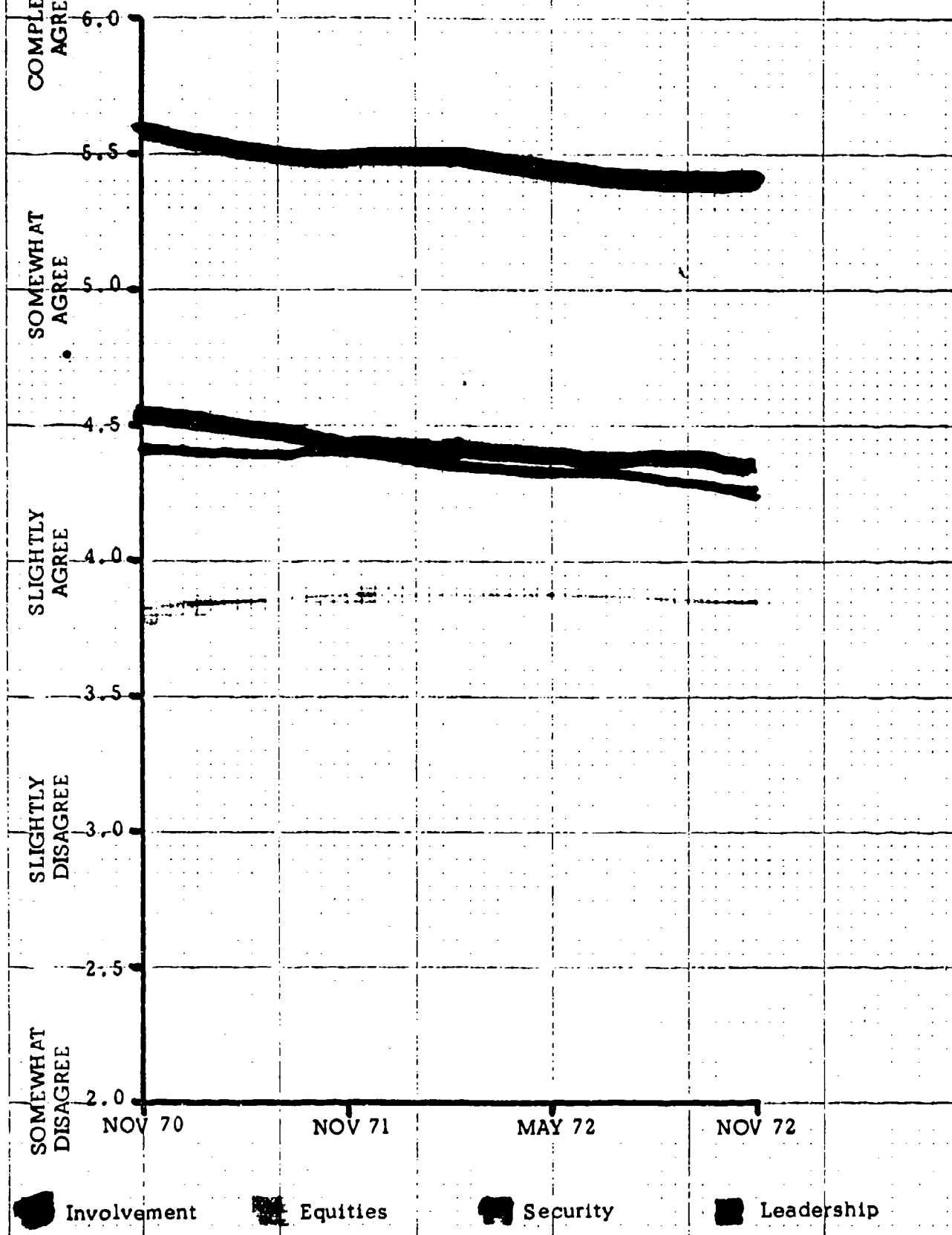


Figure
MEAN FACTOR COMPOSITE SCORES
First-Term Enlisted

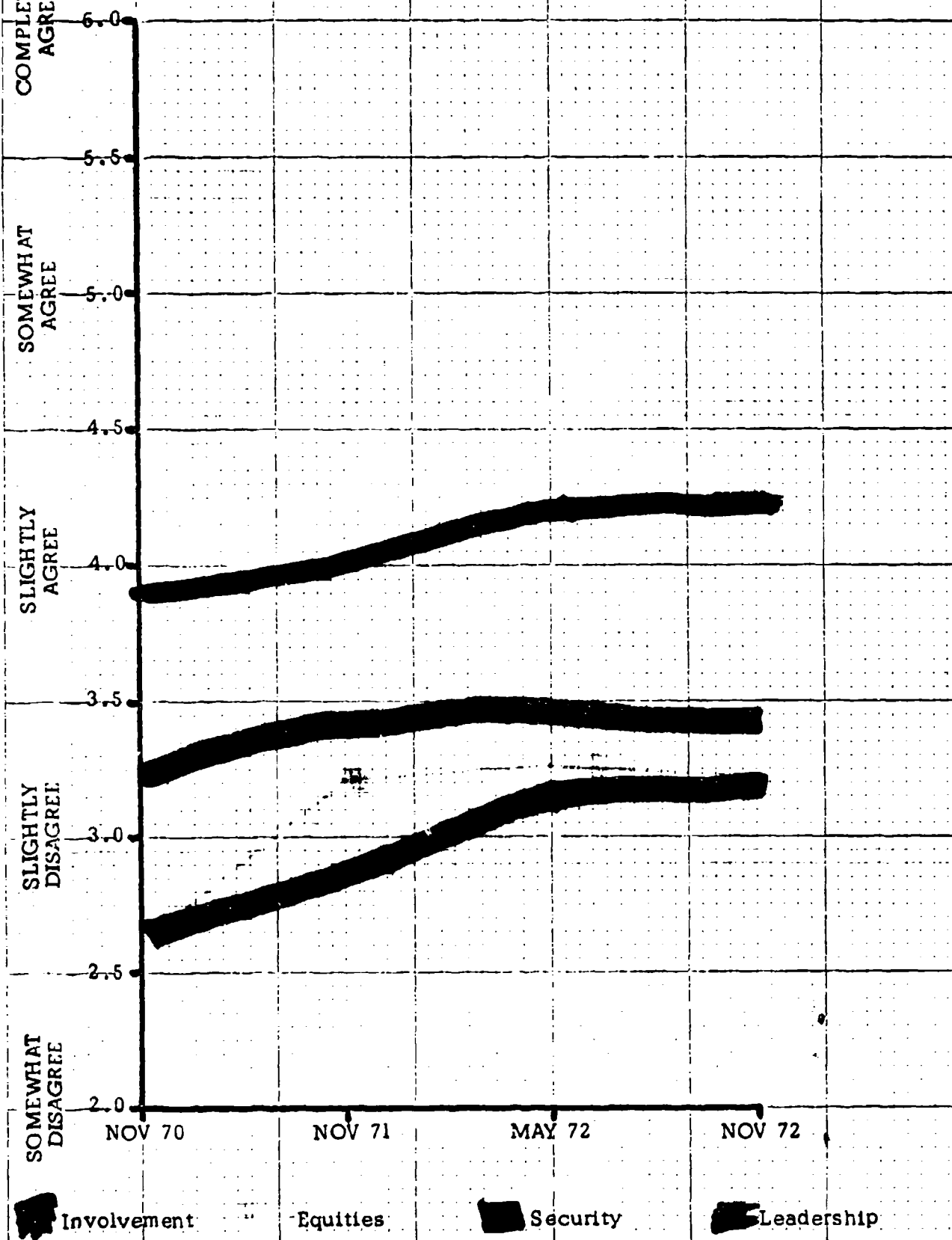


Figure
MEAN FACTOR COMPOSITE SCORES
Extended Enlisted

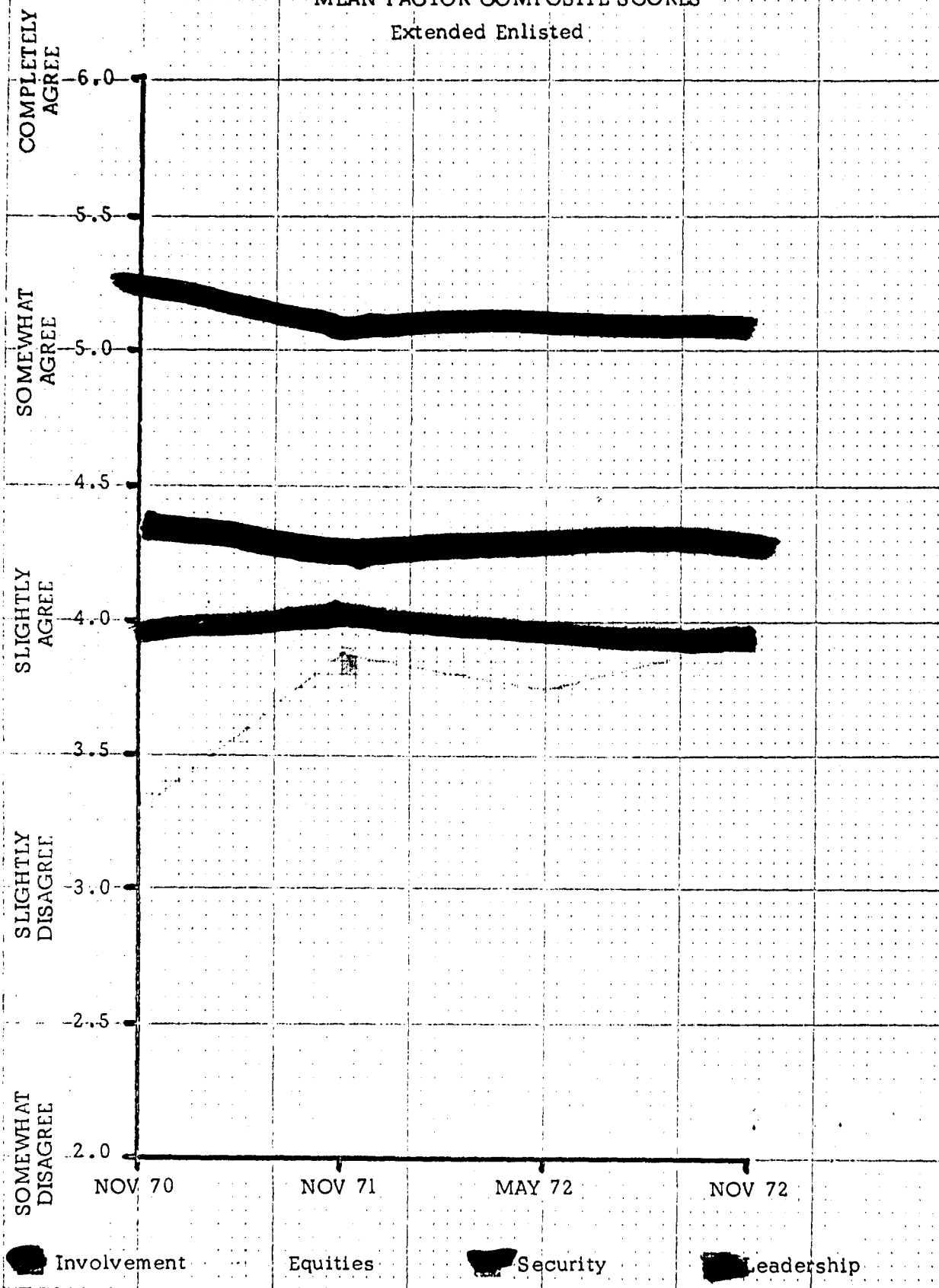
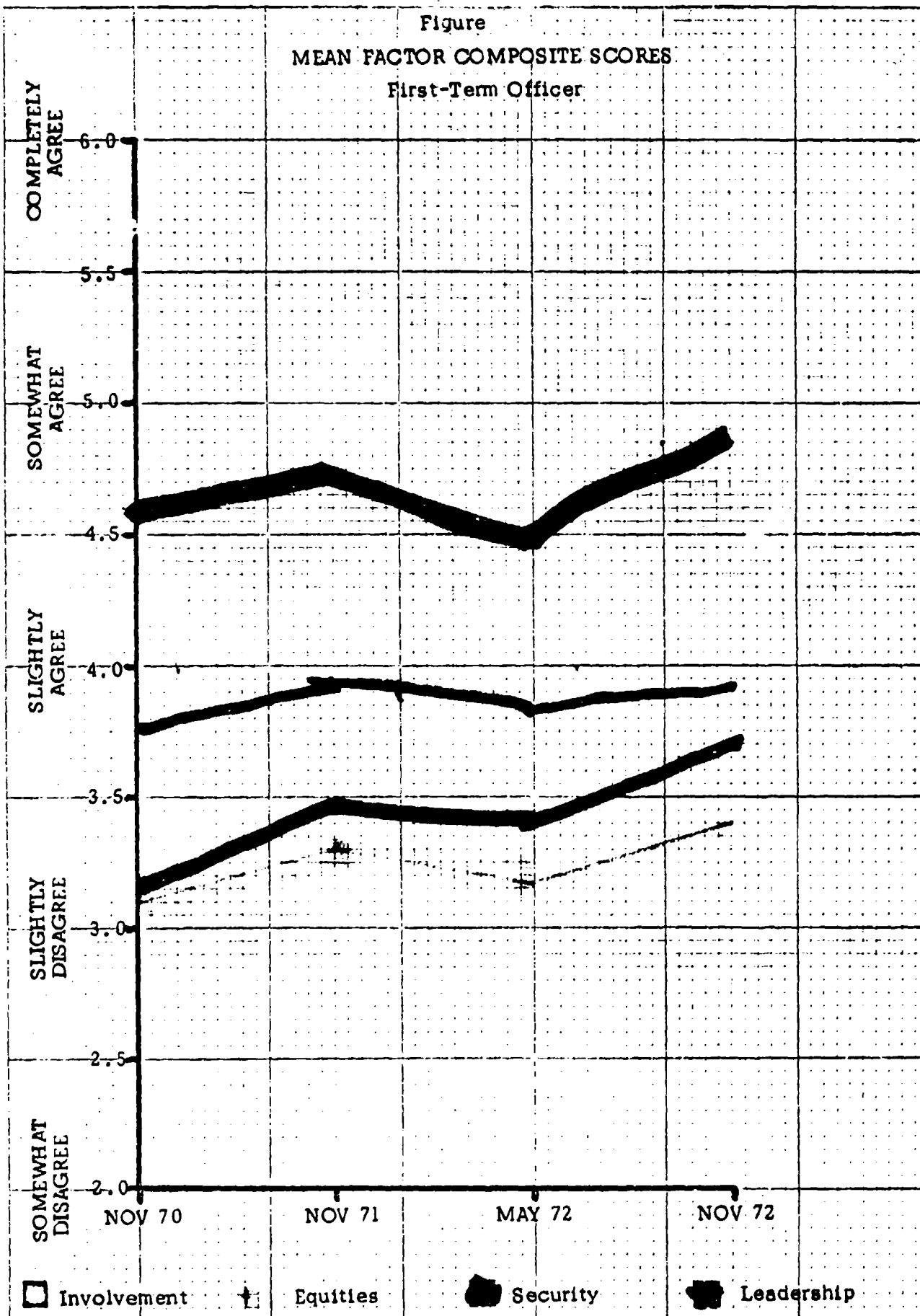


Figure
MEAN FACTOR COMPOSITE SCORES
First-Term Officer



TAB 6
SIGNIFICANT CHANGES IN VOLAR ITEMS

TABLE 6
 Attitudes Toward Specific VOLAR Actions Which
 Showed Statistically Significant Change
 May 1972 to November 1972

First-Term Enlisted

<u>Level of Significance</u>	<u>Direction of Change</u>	<u>Item Number and Content</u>
.05	-	3. The awards and decorations program.
.05	-	5. The reactions to complaints and recommendations of young soldiers.
.05	-	9. The opportunity for post athletic teams to play against local amateur civilian teams.
.05	-	10. The reduction of "hurry up and wait."
.01	-	11. The elimination of formations which deprive soldiers of personal time or indicate a lack of trust.
.01	-	13. The policies and procedures regarding sign-in and sign-out.
.01	-	26. The policies on travel distance during off-duty time.
.05	-	29. Compensatory time off during the week for personnel required to perform weekend details.
.05	-	30. Career counseling provided junior leaders.
.001	-	31. Assistance offered for drug problems.
.05	-	32. The opportunity to take care of personnel actions during lunch period.
.05	-	34. The opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays.

TABLE 6 (Cont'd)

TAB 6

<u>Level of Significance</u>	<u>Direction of Change</u>	<u>Item Number and Content</u>
.001	-	35. The variety of food offered in the unit mess hall.
.02	-	41. Inprocessing procedures.
.001	-	54. The frequency with which military personnel are required to perform refuse and garbage pick-up details.
.02	-	55. The maintenance and repair of troop billets and family quarters.
.01	-	63. The merit award system for recognizing outstanding soldiers.
.05	-	70. The reporting time for personnel on work detail.
.01	-	77. The Army Community Service Program.
.02	-	79. The "Dial INFO" and the "By Line Bayonet" column.
.01	-	80. Information programs about MVA.
.05	-	89. The availability and quality of Special Services facilities and services.
.05	-	90. The college tuition assistance program for military personnel attempting to further their civilian education.
.05	-	91. The dental care for dependents.
.001	-	97. The installation of carbonated beverage machines in unit mess halls.
.01	-	103. Clothing and jewelry provided by the Mod Shop.
.02	-	104. The coffee houses at Sightseeing Road and the Kelley Hill Chapel Annex.

TABLE 6 (Cont'd)

Extended-Term Enlisted

<u>Level of Significance</u>	<u>Direction of Change</u>	<u>Item Number and Content</u>
.01	-	12. The policies regarding bed check.
.02	-	13. The policies and procedures regarding sign-in and sign-out.
.02	+	24. The information provided newly commissioned officers on customs of the service and standards of dress.
.01	-	62. Shuttle bus service on post.
.000	-	94. The quarters cleaning service for personnel clearing post quarters.

First-Term Officer

.05	-	2. The number of times I have received Saturday, Sunday, or holiday duty assignments.
.05	+	6. The use of a leadership style by my commanders/NCO's which respects the dignity of every person and avoids what might be called "angry leadership."
.01	+	7. My commander's explanations of the "reason why" certain tasks should be done in a particular way.
.05	-	12. The policies regarding bed check.
.01	-	26. The policies on travel distance during off-duty time.
.02	-	28. The policies regarding payday.
.02	-	53. The frequency with which military personnel are required to cut grass and police the post.

TABLE 6 (Cont'd)

TAB 6

<u>Level of Significance</u>	<u>Direction of Change</u>	<u>Item Number and Content</u>
.05	-	54. The frequency with which military personnel are required to perform refuse and garbage pick-up details.
.05	-	68. The efforts of commanders to establish duty rosters which have a minimum number of personnel "excused from duty."
.02	-	94. The quarters cleaning service for personnel clearing post.
.05	-	105. The lighting of parking areas.
Extended-Term Officer		
.01	-	10. The reduction of "hurry up and wait."
.001	+	15. The policy concerning beer in barracks.
.01	-	32. The opportunity to take care of personnel actions during lunch period.
.02	-	36. The attitude and service provided by civilian personnel who staff PX facilities (i.e., snack bars, etc.).
.01	-	40. The availability of guest house facilities for guests of servicemen.
.05	-	54. The frequency with which military personnel are required to perform refuse and garbage pick-up details.
.001	-	55. The maintenance and repair of troop billets and family quarters.
.000	-	94. The quarters cleaning service for personnel clearing post quarters.

TABLE 6 (Cont'd)

TAB 7

LEVELS OF SATISFACTION OF VOLAR ACTIONS

TABLE 7a

Average Ratings of MVA Actions
First-Term Enlisted

<u>Rank</u>	<u>NOV 72 Mean</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
1	4.16	-.07	NS	51 Frequency with which military personnel are required to perform kitchen police (KP).
2	4.10	-.12	NS	12 The policies regarding bed check.
3.5	4.08	-.22	p < .01	26 The policies on travel distance during off-duty time.
3.5	4.08	-.24	p < .001	97 The installation of carbonated beverage machines in unit mess halls.
5	4.01	-.05	NS	15 The policy concerning beer in barracks.
6	3.99	-.22	p < .01	13 The policies and procedures regarding sign-in and sign-out.
7	3.96	-.07	NS	99 The directional signs provided for incoming students to the Infantry School.
8.5	3.88	+.08	NS	14 My commander's "open door" policy.
8.5	3.88	-.10	NS	74 The service at the PX and Commissary.
10	3.81	-.02	NS	88 The Infantry School Learning Center's contribution to the educational development of military personnel.
11.5	3.79	-.02	NS	27 The requirement for possessing the Armed Forces Liberty Pass during off-duty hours.
11.5	3.79	0	NS	98 The additional parking facility provided adjacent to Infantry Hall.
13.5	3.78	-.11	NS	65 The availability of priority check-out counters for military personnel in uniform at the PX and Commissary.
13.5	3.78	-.12	NS	96 The improvements and modernization of medical and dental facilities.

TABLE 7a

TABLE 7a (Cont'd)

TAB 7

<u>Rank</u>	<u>NOV 72 Mean</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
15	3.76	-.15	p < .05	90 The college tuition assistance program for military personnel attempting to further their civilian education.
16.5	3.74	-.13	NS	87 The Commissary operating hours.
16.5	3.74	-.08	NS	100 The replacement of floor tile in MAH dining halls to enhance existing facilities and improve sanitation.
18	3.72	-.06	NS	36 The attitude and service provided by civilian personnel who staff PX facilities (i.e., snack bars, etc.).
19	3.71	-.04	NS	102 The furnishings in the clinical waiting rooms.
20	3.69	-.15	p < .05	89 The availability and quality of Special Services facilities and services.
21.5	3.68	-.03	NS	22 Information about post and community activities, services, and items of immediate interest.
21.5	3.68	-.18	p < .01	103 Clothing and jewelry provided by the Mod Shop.
23	3.67	-.13	NS	86 The medical services available for military personnel and their dependents.
24.5	3.66	-.18	p < .05	34 The opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays.
24.5	3.66	-.16	p < .02	104 The coffee houses at Sightseeing Road and the Kelley Hill Chapel Annex.
26	3.65	-.17	NS	28 The policies regarding payday.
27	3.63	-.04	NS	75 The selection of articles available in PX facilities.
28	3.62	-.05	NS	62 Shuttle bus service on post.
29	3.61	-.05	NS	37 The services offered by the Legal Assistance Office.
30	3.58	-.16	p < .05	91 Dental care for dependents.

TAB 7-2

TABLE 7a (Cont'd)

TABLE 7a (Cont'd)

TAB 7

<u>Rank</u>	<u>NOV 72 Mean</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
32	3.56	-.15	NS	16 The policies and procedures regarding personal furniture and decoration of individual areas in barracks.
32	3.56	-.13	NS	33 The policies regarding refreshments in the service club.
32	3.56	-.06	NS	101 The recreational facilities provided at Destin, Florida.
34	3.55	-.03	NS	46 Instructors' language.
35	3.54	-.26	p <.001	31 Assistance offered drug problems.
36	3.53	-.02	NS	45 Instruction by small group, practical work, hands-on training, and accessible assistant instructors.
37	3.52	+.04	NS	61 The operating hours of the Quartermaster Clothing Sales Store.
38	3.49	-.03	NS	47 Opportunities to exchange knowledge, opinions, and expectations with personnel of different grades and backgrounds.
39.5	3.48	-.06	NS	60 Transportation to recreation facilities within a 200-mile radius of this installation.
39.5	3.48	-.15	p <.02	79 The "Dial INFO" and the "By Line Bayonet" column.
41.5	3.47	-.12	NS	23 The type of dress required for personnel who work on Saturday.
41.5	3.47	-.04	NS	85 The policies and procedures of the Annual General Inspection.
43.5	3.44	-.17	p <.05	70 The reporting time for personnel on work detail.
43.5	3.44	-.07	NS	106 The lounge area in the Main Commissary.
45	3.42	-.05	NS	19 The policies regarding the wear of shirt without blouse in the administrative area of all buildings.
46	3.40	-.20	p <.01	77 The Army Community Service Program.

TABLE 7a (Cont'd)

TAB 7

<u>Rank</u>	<u>NOV 72 Mean</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
47.5	3.39	+.05	NS	50 The welcome and orientation provided upon arrival at the Welcome Center.
47.5	3.39	+.10	NS	66 The period of advance notice given to soldiers who are assigned weekend or holiday details.
50	3.38	-.14	NS	53 The frequency with which military personnel are required to cut grass and police the post.
50	3.38	-.02	NS	68 The efforts of commanders to establish duty rosters which have a minimum number of personnel "Excused from Duty."
50	3.38	-.09	NS	69 The policy allowing the wear of the duty uniform off-post.
52	3.37	-.08	NS	40 The availability of guest house facilities for guests of servicemen.
53.5	3.36	+.08	NS	38 The processing of patients at hospital waiting rooms.
53.5	3.36	-.06	NS	105 The lighting of parking areas.
55	3.34	-.13	NS	92 The amount of information extended to the soldiers through the Army Information Program.
56.5	3.32	-.31	p < .001	54 The frequency with which military personnel are required to perform refuse and garbage pick-up details.
56.5	3.32	-.05	NS	73 The attempt to make participation of military wives in wives' clubs and social gatherings voluntary.
58	3.31	-.05	NS	82 Unit inspection policies.
59	3.30	-.09	NS	24 The information provided newly commissioned officers on customs of the service and standards of dress.
62	3.29	-.20	p < .05	32 The opportunity to take care of personnel actions during lunch period.
62	3.29	-.10	NS	44 The reporting time for support troops and information about the nature of the training they are supporting.

TABLE 7a (Cont'd)

TAB 7

<u>Rank</u>	<u>NOV 72 Mean</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
62	3.29	-.08	NS	56 Privacy and individuality in troop barracks.
62	3.29	-.05	NS	78 The participation in the reenlistment program by NCOs who are not career counselors.
62	3.29	-.22	p < .01	80 Information programs about VOLAR.
65	3.28	-.06	NS	59 The motel facilities for housing families awaiting or clearing quarters.
66.5	3.27	+.03	NS	21 The opportunities for students to represent their classes on planning groups and academic review boards.
66.5	3.27	-.02	NS	71 The handling of soldiers' complaints against local businesses.
69.5	3.25	+.08	NS	49 The assistance provided new officers in learning how to work with NCOs.
69.5	3.25	-.12	NS	83 Maintenance assistance inspections.
69.5	3.25	-.07	NS	84 The elimination of the requirement for officers to certify actions.
69.5	3.25	-.12	NS	93 The photographic coverage of soldiers' achievements.
73	3.24	+.05	NS	2 The number of times I have received Saturday, Sunday, or holiday duty assignments.
73	3.24	-.20	p < .02	55 The maintenance and repair of troop billets and family quarters.
73	3.24	-.07	NS	67 The opportunity to take compensatory time or pass time without interruption.
75	3.23	-.08	NS	64 The efforts of commanders to establish realistic suspense dates.
77	3.22	-.04	NS	25 The opportunities for discussion of unit activities with commanders in small, informal groups.
77	3.22	+.04	NS	57 The reception at the local municipal airport.

TABLE 7a (Cont'd)

TAB 7

<u>Rank</u>	<u>NOV 72 Mean</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
77	3.22	-.11	NS	76 The attempt to increase military wives' understanding of the military.
80	3.21	-.03	NS	20 The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions.
80	3.21	-.04	NS	81 New policies directed toward making unit training less repetitious and more challenging.
80	3.21	-.13	NS	95 The items of furniture issued to soldiers to aid in decorating individual rooms.
82	3.19	+.02	NS	52 The frequency with which military personnel are required to perform menial tasks not related to primary duty.
83	3.18	-.07	NS	94 The quarters cleaning service for personnel clearing post quarters.
84.5	3.17	-.20	$p < .02$	41 Inprocessing procedures.
84.5	3.17	-.02	NS	43 The availability of "open time" during training to take care of personal affairs.
86	3.16	-.16	$p < .05$	30 Career counseling provided junior leaders.
87.5	3.15	-.10	NS	17 My commander's attitude toward individuals who visit the IG.
87.5	3.15	-.21	$p < .01$	63 The merit award system for recognizing outstanding soldiers.
89.5	3.14	-.10	NS	7 My commander's explanations of the "reason why" certain tasks should be done in a particular way.
89.5	3.14	-.11	NS	72 The Junior Soldiers' and Junior Officers' Councils.
91	3.10	-.12	NS	1 The establishment of realistic suspense dates.

TABLE 7a (Cont'd)

TAB 7

<u>Rank</u>	<u>NOV 72 Mean</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
92	3.09	-.31	p < .01	11 The elimination of formations which deprive soldiers of personal time or indicate a lack of trust.
93.5	3.08	-.02	NS	42 Outprocessing procedures.
93.5	3.08	-.12	NS	58 Military nightclub facilities for servicemen, E1 through E4.
95	3.06	-.23	p < .05	29 Compensatory time off during the week for personnel required to perform weekend details.
96.5	3.05	-.13	NS	4 The soliciting procedures for fund drives, savings bond campaigns, etc.
96.5	3.05	-.15	NS	18 The expense involved in sewing required patches, badges, etc., on the fatigue uniform.
98	3.04	-.17	p < .05	3 The awards and decorations program.
99	3.03	-.10	NS	8 Soliciting procedures for the suggestion awards program.
100	3.00	-.07	NS	39 Information about MAC flights.
101	2.95	0	NS	48 Information provided personnel prior to their arrival.
102	2.92	-.09	NS	6 The use of a leadership style by my commanders/NCOs which respects the dignity of every person and avoids what might be called "angry leadership."
103	2.90	-.17	p < .05	9 The opportunity for post athletic teams to play against local amateur civilian teams.
104	2.88	-.44	p < .001	35 The variety of food offered in the unit mess hall.
105	2.67	-.19	p < .05	5 The reactions to complaints and recommendations of young soldiers.
106	2.48	-.20	p < .05	10 The reduction of "hurry up and wait."

TABLE 7b

Average Ratings of MVA Actions
Extended-Term Enlisted

Highest 10 Ratings

Rank	NOV 72 Mean	Direction and Amount of Change Since MAY 72	Level of Sig. (p.)	Item Number and Content
1	4.40	+0.02	NS	26 The policies on travel distance during off-duty time.
2	4.30	+0.02	NS	14 My commander's "open door" policy.
3	4.28	-0.03	NS	97 The installation of carbonated beverage machines in unit mess halls.
4	4.27	-0.05	NS	87 The Commissary operating hours.
5	4.24	-0.18	$p < .02$	13 The policies and procedures regarding sign-in and sign-out.
6	4.21	0	NS	99 The directional signs provided for incoming students to the Infantry School.
7	4.16	-0.21	$p < .01$	12 The policies regarding bed check.
8	4.13	+0.14	NS	15 The policy concerning beer in barracks.
9	4.12	-0.03	NS	90 The college tuition assistance program for military personnel attempting to further their civilian education.
10.5	4.10	-0.01	NS	27 The requirement for possessing the Armed Forces Liberty Pass during off-duty hours.
10.5	4.10	-0.04	NS	88 The Infantry School Learning Center's contribution to the educational development of military personnel.
<u>Lowest 10 Ratings</u>				
97	3.38	-0.03	NS	49 The assistance provided new officers in learning how to work with NCOs.
98	3.33	-0.14	NS	38 The processing of patients at hospital waiting rooms.
99	3.32	-0.13	NS	57 The reception at the local municipal airport.

TABLE 7b (Cont'd)

TAB 7

<u>Rank</u>	<u>NOV 72 Mean</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig (p.)</u>	<u>Item Number and Content</u>
100	3.29	-.04	NS	55 The maintenance and repair of troop billets and family quarters.
101	3.25	-.02	NS	4 The soliciting procedures for fund drives, savings bond campaigns, etc.
102	3.22	-.08	NS	3 The awards and decorations program.
103	3.20	+.12	NS	9 The opportunity for post athletic teams to play against local amateur civilian teams.
104	3.15	-.07	NS	48 Information provided personnel prior to their arrival.
105	3.13	-.61	p <.000	94 The quarters cleaning service for personnel clearing post quarters.
106	3.00	-.07	NS	10 The reduction of "hurry up and wait."

TABLE 7c

**Average Ratings of MVA Actions
First-Term Officer**

Highest 10 Ratings

<u>Rank</u>	<u>NOV 72 Mean</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
1	4.21	+.29	NS	14 My commander's "open door" policy.
2	4.14	0	NS	97 The installation of carbonated beverage machines in unit mess halls.
3	4.07	-.05	NS	99 The directional signs provided for incoming students to the Infantry School.
4	4.07	-.14	NS	87 The Commissary operating hours.
5	4.04	-.36	p < .01	26 The policies on travel distance during off-duty time.
6	4.01	+.24	p < .05	88 The Infantry School Learning Center's contribution to the educational development of military personnel.
7	3.96	-.09	NS	98 The additional parking facility provided adjacent to Infantry Hall.
8.5	3.93	-.17	NS	13 The policies and procedures regarding sign-in and sign-out.
8.5	3.93	+.03	NS	46 Instructors' language.
10	3.91	-.07	NS	74 The service at the PX and Commissary.
11	3.87	+.30	p < .05	47 Opportunities to exchange knowledge, opinions, and expectations with personnel of different grades and backgrounds.

Lowest 10 Ratings

95	3.15	-.16	NS	48 Information provided personnel prior to their arrival.
96	3.14	-.18	NS	49 The assistance provided new officers in learning how to work with NCOs.
98	3.12	-.11	NS	72 The Junior Soldiers' and Junior Officers' Councils.

TABLE 7c (Cont'd)

TAB 7

<u>Rank</u>	<u>NOV 72 Mean</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
98	3.12	-.30	NS	52 The frequency with which military personnel are required to perform menial tasks not related to primary duty.
98	3.12	-.15	NS	8 Soliciting procedures for the suggestion awards program.
100	3.10	-.07	NS	43 The availability of "open time" during training to take care of personal affairs.
101	3.05	-.21	NS	30 Career counseling provided junior leaders.
102	3.03	-.35	p < .05	32 The opportunity to take care of personnel actions during lunch period.
103	3.00	+.12	NS	9 The opportunity for post athletic teams to play against local amateur civilian teams.
104	2.90	-.20	NS	39 Information about MAC flights.
105	2.85	+.30	NS	10 The reduction of "hurry up and wait."
106	2.56	-.08	NS	4 The soliciting procedures for fund drives, savings bond campaigns, etc.

TABLE 7d

Average Ratings of MVA Actions
Extended-Term Officer

Highest 10 Ratings

<u>Rank</u>	<u>NOV 72 Mean</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
1.5	4.35	+0.06	NS	14 My commander's "open door" policy.
1.5	4.35	-.11	NS	87 The Commissary operating hours.
3	4.34	-.05	NS	90 The college tuition assistance program for military personnel attempting to further their civilian education.
4	4.25	-.06	NS	26 The policies on travel distance during off-duty time.
5	4.24	+.01	NS	99 The directional signs provided for incoming students to the Infantry School.
6	4.14	+.07	p < .05	88 The Infantry School Learning Center's contribution to the educational development of military personnel.
7	4.13	-.03	NS	22 Information about post and community activities, services, and items of immediate interest.
8	4.11	+.16	NS	101 The recreational facilities provided at Destin, Florida.
9	4.09	+.06	NS	23 The type of dress required for personnel who work on Saturday.
10	4.08	+.05	p < .05	2 The number of times I have received Saturday, Sunday, or holiday duty assignments.
11	4.05	-.08	p < .05	65 The availability of priority check-out counters for military personnel in uniform at the PX and Commissary.

TABLE 7d (Cont'd)

TAB 7

Lowest 10 Ratings

<u>Rank</u>	<u>NOV 72 Mean</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
96	3.25	-.33	$p < .01$	10 The reduction of "hurry up and wait."
97	3.22	-.15	NS	38 The processing of patients at hospital waiting rooms.
98	3.19	+.02	NS	48 Information provided personnel prior to their arrival.
99.5	3.16	-.08	NS	9 The opportunity for post athletic teams to play against local amateur civilian teams.
99.5	3.16	-.16	NS	39 Information about MAC flights.
101	3.14	-.11	NS	64 The efforts of commanders to establish realistic suspense dates.
102	3.07	-.08	NS	1 The establishment of realistic suspense dates.
103	3.01	-.32	$p < .01$	40 The availability of guest house facilities for guests of servicemen.
104	2.75	-.50	$p < .001$	55 The maintenance and repair of troop billets and family quarters.
105	2.62	-.16	NS	4 The soliciting procedures for fund drives, savings bond campaigns, etc.
106	2.44	-1.08	$p < .000$	94 The quarters cleaning service for personnel clearing post quarters.

TAB 8

DIRECTION AND AMOUNT OF CHANGE

TABLE 8a

Direction and Amount of Change
First-Term Enlisted

<u>Rank</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
1	+.10	NS	66 The period of advance notice given to soldiers who are assigned weekend or holiday details.
3	+.08	NS	14 My commander's "open door" policy.
3	+.08	NS	38 The processing of patients at hospital waiting rooms.
3	+.08	NS	49 The assistance provided new officers in learning how to work with NCOs.
5.5	+.05	NS	2 The number of times I have received Saturday, Sunday, or holiday duty assignments.
5.5	+.05	NS	50 The welcome and orientation provided upon arrival at the Welcome Center.
7.5	+.04	NS	57 The reception at the local municipal airport.
7.5	+.04	NS	61 The operating hours of the Quartermaster Clothing Sales Store.
9	+.03	NS	21 The opportunities for students to represent their classes on planning groups and academic review boards.
10	+.02	NS	52 The frequency with which military personnel are required to perform menial tasks not related to primary duty.
11.5	.00	NS	48 Information provided personnel prior to their arrival.
11.5	.00	NS	98 The additional parking facility provided adjacent to Infantry Hall.
16	-.02	NS	27 The requirement for possessing the Armed Forces Liberty Pass during off-duty hours.
16	-.02	NS	42 Outprocessing procedures.
16	-.02	NS	43 The availability of "open time" during training to take care of personal affairs.
16	-.02	NS	45 Instruction by small group, practical work, hands-on training, and accessible assistant instructors.

TABLE 8a

TABLE 8a (Cont'd)

TAB 8

<u>Rank</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
16	-.02	NS	68 The efforts of commanders to establish duty rosters which have a minimum number of personnel "Excused from duty."
16	-.02	NS	71 The handling of soldiers' complaints against local businesses.
16	-.02	NS	88 The Infantry School Learning Center's contribution to the educational development of military personnel.
21.5	-.03	NS	20 The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions.
21.5	-.03	NS	22 Information about post and community activities, services, and items of immediate interest.
21.5	-.03	NS	46 Instructors' language.
21.5	-.03	NS	47 Opportunities to exchange knowledge, opinions, and expectations with personnel of different grades and backgrounds.
26	-.04	NS	25 The opportunities for discussion of unit activities with commanders in small, informal groups.
26	-.04	NS	75 The selection of articles available in PX facilities.
26	-.04	NS	81 New policies directed toward making unit training less repetitious and more challenging.
26	-.04	NS	85 The policies and procedures of the Annual General Inspection.
26	-.04	NS	102 The furnishings in the clinical waiting rooms.
32	-.05	NS	15 The policy concerning beer in barracks.
32	-.05	NS	19 The policies regarding the wear of shirt without blouse in the administrative area of all buildings.
32	-.05	NS	37 The services offered by the Legal Assistance Office.
32	-.05	NS	62 Shuttle bus service on post.

TABLE 8a (Cont'd)

TAB 8

<u>Rank</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
32	-.05	NS	73 The attempt to make participation of military wives in wives' clubs and social gatherings voluntary.
32	-.05	NS	78 The participation in the reenlistment program by NCOs who are not career counselors.
32	-.05	NS	82 Unit inspection policies.
38	-.06	NS	36 The attitude and service provided by civilian personnel who staff PX facilities (i.e., snack bars, etc.).
38	-.06	NS	59 The motel facilities for housing families awaiting or clearing quarters.
38	-.06	NS	60 Transportation to recreation facilities within a 200-mile radius of this installation.
38	-.06	NS	101 The recreational facilities provided at Destin, Florida.
38	-.06	NS	105 The lighting of parking areas.
44	-.07	NS	39 Information about MAC flights
44	-.07	NS	51 Frequency with which military personnel are required to perform kitchen police (KP).
44	-.07	NS	67 The opportunity to take compensatory time or pass time without interruption.
44	-.07	NS	84 The elimination of the requirement for officers to certify actions.
44	-.07	NS	94 The quarters cleaning service for personnel clearing post quarters.
44	-.07	NS	99 The directional signs provided for incoming students to the Infantry School.
44	-.07	NS	106 The lounge area in the Main Commissary.
49.5	-.08	NS	40 The availability of guest house facilities for guests of servicemen.
49.5	-.08	NS	56 Privacy and individuality in troop barracks.
49.5	-.08	NS	64 The efforts of commanders to establish realistic suspense dates.
49.5	-.08	NS	100 The replacement of floor tile in MAH dining halls to enhance existing facilities and improve sanitation.

TABLE 8a (Cont'd)

TAB 8

<u>Rank</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
53	-.09	NS	6 The use of a leadership style by my commanders/ NCOs which respects the dignity of every per- son and avoids what might be called "angry leadership."
53	-.09	NS	24 The information provided newly commissioned officers on customs of the service and standards of dress.
53	-.09	NS	69 The policy allowing the wear of the duty uniform off-post.
57	-.10	NS	7 My commander's explanations of the "reason why" certain tasks should be done in a particular way.
57	-.10	NS	8 Soliciting procedures for the suggestion awards program.
57	-.10	NS	17 My commander's attitude towards individuals who visit the IG.
57	-.10	NS	44 The reporting time for support troops and information about the nature of the train- ing they are supporting.
57	-.10	NS	74 The service at the PX and Commissary.
61	-.11	NS	65 The availability of priority check-out counters for military personnel in uniform at the PX and Commissary.
61	-.11	NS	72 The Junior Soldiers' and Junior Officers' Councils.
61	-.11	NS	76 The attempt to increase military wives' understanding of the military.
66	-.12	NS	1 The establishment of realistic suspense dates.
66	-.12	NS	12 The policies regarding bed check.
66	-.12	NS	23 The type of dress required for personnel who work on Saturday.
66	-.12	NS	58 Military nightclub facilities for servicemen, E1 through E4.
66	-.12	NS	83 Maintenance assistance inspections.
66	-.12	NS	93 The photographic coverage of soldiers' achievements.

TABLE 8a (Cont'd)

TAB 8

<u>Rank</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
66	-.12	NS	96 The improvements and modernization of medical and dental facilities.
72.5	-.13	NS	4 The soliciting procedures for fund drives, savings bond campaigns, etc.
72.5	-.13	NS	33 The policies regarding refreshments in the service club.
72.5	-.13	NS	86 The medical services available for military personnel and their dependents.
72.5	-.13	NS	87 The Commissary operating hours.
72.5	-.13	NS	92 The amount of information extended to the soldiers through the Army Information Program.
72.5	-.13	NS	95 The items of furniture issued to soldiers to aid in decorating individual rooms.
76	-.14	NS	53 The frequency with which military personnel are required to cut grass and police the post.
79	-.15	NS	16 The policies and procedures regarding personal furniture and decoration of individual areas in barracks.
79	-.15	NS	18 The expense involved in sewing required patches, badges, etc., on the fatigue uniform.
79	-.15	.02	79 The "Dial INFO" and the "By Line Bayonet" column.
79	-.15	.05	89 The availability and quality of Special Services facilities and services.
79	-.15	.05	90 The college tuition assistance program for military personnel attempting to further their civilian education.
83	-.16	.05	30 Career counseling provided junior leaders.
83	-.16	.05	91 Dental care for dependents.
83	-.16	.02	104 The coffee houses at Sightseeing Road and the Kelley Hill Chapel Annex.
86.5	-.17	.05	3 The awards and decorations program.
86.6	-.17	.05	9 The opportunity for post athletic teams to play against local amateur civilian teams.

TABLE 8a (Cont'd)

TAB 8

<u>Rank</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
86.5	-.17	NS	28 The policies regarding payday.
86.6	-.17	.05	70 The reporting time for personnel on work detail.
89.5	-.18	.05	34 The opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays.
89.5	-.18	.01	103 Clothing and jewelry provided by the Mod Shop.
91	-.19	.05	5 The reactions to complaints and recommendations of young soldiers.
94	-.20	.05	10 The reduction of "hurry up and wait."
94	-.20	.05	32 The opportunity to take care of personnel actions during lunch period.
94	-.20	.02	41 Inprocessing procedures.
94	-.20	.02	55 The maintenance and repair of troop billets and family quarters.
94	-.20	.01	77 The Army Community Service Program.
97	-.21	.01	63 The merit award system for recognizing outstanding soldiers.
99	-.22	.01	13 The policies and procedures regarding sign-in and sign-out.
99	-.22	.01	26 The policies on travel distance during off-duty time.
99	-.22	.01	80 Information programs about MVA.
101	-.23	.05	29 Compensatory time off during the week for personnel required to perform weekend details.
102	-.24	.001	97 The installation of carbonated beverage machines in unit mess halls.
103	-.26	.001	31 Assistance offered for drug problems.
104.5	-.31	.01	11 The elimination of formations which deprive soldiers of personal time or indicate a lack of trust.
104.5	-.31	.001	54 The frequency with which military personnel are required to perform refuse and garbage pick-up details.
106	-.44	.001	35 The variety of food offered in the unit mess hall.

TABLE 8b

Direction and Amount of Change
Extended-Term Enlisted

<u>Rank</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
1	+.18	.02	24 The information provided newly commissioned officers on customs of the service and standards of dress.
2	+.15	NS	1 The establishment of realistic suspense dates.
3	+.14	NS	15 The policy concerning beer in barracks.
4.5	+.13	NS	42 Outprocessing procedures.
4.5	+.13	NS	52 The frequency with which military personnel are required to perform menial tasks not related to primary duty.
6	+.12	NS	19 The policies regarding the wear of shirt without blouse in the administrative area of all buildings.
7.5	+.10	NS	23 The type of dress required for personnel who work on Saturday.
7.5	+.10	NS	53 The frequency with which military personnel are required to cut grass and police the post.
10.5	+.09	NS	5 The reactions to complaints and recommendations of young soldiers.
10.5	+.09	NS	7 My commander's explanations of the "reason why" certain tasks should be done in a particular way.
10.5	+.09	NS	43 The availability of "open time" during training to take care of personal affairs.
10.5	+.09	NS	72 The Junior Soldiers' and Junior Officers' Councils.
13.5	+.08	NS	54 The frequency with which military personnel are required to perform refuse and garbage pick-up details.
13.5	+.08	NS	78 The participation in the reenlistment program by NCOs who are not career counselors.
16	+.07	NS	18 The expense involved in sewing required patches, badges, etc., on the fatigue uniform.

TABLE 8b (Cont'd)

TAB 8

<u>Rank</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
16	+.07	NS	50 The welcome and orientation provided upon arrival at the Welcome Center.
16	+.07	NS	66 The period of advance notice given to soldiers who are assigned weekend or holiday details.
19	+.06	NS	22 Information about post and community activities, services, and items of immediate interest.
19	+.06	NS	71 The handling of soldiers' complaints against local businesses.
19	+.06	NS	85 The policies and procedures of the Annual General Inspection.
23.5	+.05	NS	17 My commander's attitude towards individuals who visit the IG.
23.5	+.05	NS	The opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays.
23.5	+.05	NS	36 The attitude and service provided by civilian personnel who staff PX facilities (i.e., snack bars, etc.).
23.5	+.05	NS	47 Opportunities to exchange knowledge, opinions, and expectations with personnel of different grades and backgrounds.
23.5	+.05	NS	58 Military nightclub facilities for servicemen, E1 through E4.
23.5	+.05	NS	70 The reporting time for personnel on work detail.
29	+.03	NS	20 The policies and regulations affecting CBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions.
29	+.03	NS	21 The opportunities for students to represent their classes on planning groups and academic review boards.
29	+.03	NS	39 Information about MAC flights.
29	+.03	NS	59 The motel facilities for housing families awaiting or clearing quarters.
29	+.03	NS	77 The Army Community Service Program.
14.5	+.02	NS	2 The number of times I have received Saturday, Sunday, or holiday duty assignments.

TABLE 8b (Cont'd)

TAB 8

<u>Rank</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
34.5	+ .02	NS	14 My commander's "open door" policy.
34.5	+ .02	NS	25 The opportunities for discussion of unit activities with commanders in small, informal groups.
34.5	+ .02	NS	26 The policies on travel distance during off-duty time.
34.5	+ .02	NS	31 Assistance offered for drug problems.
34.5	+ .02	NS	64 The efforts of commanders to establish realistic suspense dates.
39	+ .01	NS	6 The use of a leadership style by my commanders/ NCOs which respects the dignity of every person and avoids what might be called "angry leadership."
39	+ .01	NS	the efforts of commanders to establish duty rosters which have a minimum number of personnel "Excused from duty."
39	+ .01	NS	101 The recreational facilities provided at Destin, Florida.
41.5	.00	NS	44 The reporting time for support troops and information about the nature of the training they are supporting.
41.5	.00	NS	99 The directional signs provided for incoming students to the Infantry School.
45	- .01	NS	9 The opportunity for post athletic teams to play against local amateur civilian teams.
45	- .01	NS	11 The elimination of formations which deprive soldiers of personal time or indicate a lack of trust.
45	- .01	NS	27 The requirement for possessing the Armed Forces Liberty Pass during off-duty hours.
45	- .01	NS	28 The policies regarding payday.
45	- .01	NS	105 The lighting of parking areas.
52	- .02	NS	4 The soliciting procedures for fund drives, savings bond campaigns, etc.
52	- .02	NS	16 The policies and procedures regarding personal furniture and decoration of individual areas in barracks.

TABLE 8b (Cont'd)

TAB 8

<u>Rank</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
52	-.02	NS	29 Compensatory time off during the week for personnel required to perform weekend details.
52	-.02	NS	30 Career counseling provided junior leaders.
52	-.02	NS	33 The policies regarding refreshments in the service club.
52	-.02	NS	41 Inprocessing procedures.
52	-.02	NS	56 Privacy and individuality in troop barracks.
52	-.02	NS	81 New policies directed toward making unit training less repetitious and more challenging.
52	-.02	NS	89 The availability and quality of Special Services facilities and services.
60	-.03	NS	32 The opportunity to take care of personnel actions during lunch period.
60	-.03	NS	49 The assistance provided new officers in learning how to work with NCOs.
60	-.03	NS	67 The opportunity to take compensatory time or pass time without interruption.
60	-.03	NS	69 The policy allowing the wear of the duty uniform off-post.
60	-.03	NS	90 The college tuition assistance program for military personnel attempting to further their civilian education.
60	-.03	NS	92 The amount of information extended to the soldiers through the Army Information Program.
60	-.03	NS	97 The installation of carbonated beverage machines in unit mess halls.
65.5	-.04	NS	37 The services offered by the Legal Assistance Office.
65.5	-.04	NS	55 The maintenance and repair of troop billets and family quarters.
65.5	-.04	NS	88 The Infantry School Learning Center's contribution to the educational development of military personnel.

TABLE 8b (Cont'd)

TAB 8

<u>Rank</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
65.5	-.04	NS	93 The photographic coverage of soldiers' achievements.
69	-.05	NS	83 Maintenance assistance inspections.
69	-.05	NS	86 The medical services available for military personnel and their dependents.
69	-.05	NS	87 The Commissary operating hours.
73.5	-.06	NS	8 Soliciting procedures for the suggestion awards program.
73.5	-.06	NS	51 Frequency with which military personnel are required to perform kitchen police (KP).
73.5	-.06	NS	75 The selection of articles available in PX facilities.
73.5	-.06	NS	91 Dental care for dependents.
73.5	-.06	NS	98 The additional parking facility provided adjacent to Infantry Hall.
73.5	-.06	NS	102 The furnishings in the clinical waiting rooms.
80.5	-.07	NS	10 The reduction of "hurry up and wait."
80.5	-.07	NS	40 The availability of guest house facilities for guests of servicemen.
80.5	-.07	NS	45 Instruction by small group, practical work, hands-on training, and accessible assistant instructors.
80.5	-.07	NS	48 Information provided personnel prior to their arrival.
80.5	-.07	NS	73 The attempt to make participation of military wives in wives' clubs and social gatherings voluntary.
80.5	-.07	NS	100 The replacement of floor tile in MAH dining halls to enhance existing facilities and improve sanitation.
80.5	-.07	NS	103 Clothing and jewelry provided by the Mod Shop.
80.5	-.07	NS	104 The coffee houses at Sightseeing Road and the Kelley Hill Chapel Annex.
86	-.08	NS	3 The awards and decorations program.

TABLE 8b (Cont'd)

TAB 8

<u>Rank</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
86	-.08	NS	63 The merit award system for recognizing outstanding soldiers.
86	-.08	NS	74 The service at the PX and Commissary.
89	-.09	NS	76 The attempt to increase military wives' understanding of the military.
89	-.09	NS	80 Information programs about MVA.
89	-.09	NS	84 The elimination of the requirement for officers to certify actions.
92.5	-.10	NS	60 Transportation to recreation facilities within a 200-mile radius of this installation.
92.5	-.10	NS	61 The operating hours of the Quartermaster Clothing Sales Store.
92.5	-.10	NS	79 The "Dial INFO" and the "By Line Bayonet" column.
92.5	-.10	NS	82 Unit inspection policies.
96	-.11	NS	65 The availability of priority check-out counters for military personnel in uniform at the PX and Commissary.
96	-.11	NS	95 The items of furniture issued to soldiers to aid in decorating individual rooms.
96	-.11	NS	106 The lounge area in the Main Commissary.
98	-.12	NS	96 The improvements and modernization of medical and dental facilities.
99.5	-.13	.05	46 Instructors' language.
99.5	-.13	NS	57 The reception at the local municipal airport.
101	-.14	NS	38 The processing of patients at hospital waiting rooms.
102	-.17	NS	35 The variety of food offered in the unit mess hall.
103	-.18	.02	13 The policies and procedures regarding sign-in and sign-out.
104	-.21	.01	12 The policies regarding bed check.
105	-.23	.01	62 Shuttle bus service on post.
106	-.61	.000	94 The quarters cleaning service for personnel clearing post quarters.

TABLE 8c

Direction and Amount of Change
First-Term Officer

<u>Rank</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
1	+.58	.01	7 My commander's explanations of the "reason why" certain tasks should be done in a particular way.
2	+.40	.05	6 The use of a leadership style by my commanders/ NCOs which respects the dignity of every person and avoids what might be called "angry leadership."
3.5	+.30	NS	10 The reduction of "hurry up and wait."
3.5	+.30	NS	47 Opportunities to exchange knowledge, opinions, and expectations with personnel of different grades and backgrounds.
5.5	+.29	NS	14 My commander's "open door" policy.
5.5	+.29	.05	68 The efforts of commanders to establish duty rosters which have a minimum number of personnel "Excused from duty."
8	+.24	NS	19 The policies regarding the wear of shirt without blouse in the administrative area of all buildings.
8	+.24	NS	64 The efforts of commanders to establish realistic suspense dates.
8	+.24	NS	88 The Infantry School Learning Center's contribution to the educational development of military personnel.
10	+.21	NS	21 The opportunities for students to represent their classes on planning groups and academic review boards.
11	+.20	NS	67 The opportunity to take compensatory time or pass time without interruption.
12	+.19	NS	25 The opportunities for discussion of unit activities with commanders in small, informal groups.
13	+.16	NS	1 The establishment of realistic suspense dates.
14	+.14	NS	59 The motel facilities for housing families awaiting or clearing quarters.

TABLE 8c (Cont'd)

TAB 8

<u>Rank</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
16	+.12	NS	5 The reactions to complaints and recommendations of young soldiers.
16	+.12	NS	9 The opportunity for post athletic teams to play against local amateur civilian teams.
16	+.12	NS	81 New policies directed toward making unit training less repetitious and more challenging.
18	+.11	NS	76 The attempt to increase military wives' understanding of the military.
20.5	+.09	NS	37 The services offered by the Legal Assistance Office.
20.5	+.09	NS	69 The policy allowing the wear of the duty uniform off-post.
20.5	+.09	NS	75 The selection of articles available in PX facilities.
20.5	+.09	NS	83 Maintenance assistance inspections.
23.5	+.08	NS	66 The period of advance notice given to soldiers who are assigned weekend or holiday details.
23.5	+.08	NS	93 The photographic coverage of soldiers' achievements.
25.5	+.04	NS	70 The reporting time for personnel on work detail.
25.5	+.04	NS	89 The availability and quality of Special Services facilities and services.
28	+.03	NS	23 The type of dress required for personnel who work on Saturday.
28	+.03	NS	46 Instructors' language.
28	+.03	NS	90 The college tuition assistance program for military personnel attempting to further their civilian education.
30	+.02	NS	38 The processing of patients at hospital waiting rooms.
32	+.01	NS	18 The expense involved in sewing required patches, badges, etc., on the fatigue uniform.
32	+.01	NS	45 Instruction by small group, practical work, hands-on training, and accessible assistant instructors.

TABLE 8c (Cont'd)

TAB 8

<u>Rank</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
32	+.01	NS	57 The reception at the local municipal airport.
34.5	.00	NS	84 The elimination of the requirement for officers to certify actions.
34.5	.00	NS	97 The installation of carbonated beverage machines in unit mess halls.
36	-.01	NS	92 The amount of information extended to the soldiers through the Army Information Program.
37	-.03	NS	40 The availability of guest house facilities for guests of servicemen.
38.5	-.04	NS	24 The information provided newly commissioned officers on customs of the service and standards of dress.
38.5	-.04	NS	77 The Army Community Service Program.
40.5	-.05	NS	11 The elimination of formations which deprive soldiers of personal time or indicate a lack of trust.
40.5	-.05	NS	99 The directional signs provided for incoming students to the Infantry School.
43	-.06	NS	22 Information about post and community activities, services, and items of immediate interest.
43	-.06	NS	63 The merit award system for recognizing outstanding soldiers.
43	-.06	NS	79 The "Dial INFO" and the "By Line Bayonet" column.
48	-.07	NS	33 The policies regarding refreshments in the service club.
48	-.07	NS	43 The availability of "open time" during training to take care of personal affairs.
48	-.07	NS	55 The maintenance and repair of troop billets and family quarters.
48	-.07	NS	73 The attempt to make participation of military wives in wives' clubs and social gatherings voluntary.
48	-.07	NS	74 The service at the PX and Commissary

TABLE 8c (Cont'd)

TAB 8

<u>Rank</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
48	-.07	NS	78 The participation in the reenlistment program by NCOs who are not career counselors.
48	-.07	NS	85 The policies and procedures of the Annual General Inspection.
54	-.08	NS	4 The soliciting procedures for fund drives, savings bond campaigns, etc.
54	-.08	NS	11 The elimination of formations which deprive soldiers of personal time or indicate a lack of trust.
54	-.08	NS	58 Military nightclub facilities for servicemen, E1 through E4.
54		NS	71 The handling of soldiers' complaints against local businesses.
54		NS	82 Unit inspection policies.
58	-.09	NS	31 Assistance offered for drug problems.
58	-.09	NS	96 The improvements and modernization of medical and dental facilities.
58	-.09	NS	98 The additional parking facility provided adjacent to Infantry Hall.
61	-.10	NS	42 Outprocessing procedures.
61	-.10	NS	44 The reporting time for support troops and information about the nature of the training they are supporting.
61	-.10	NS	62 Shuttle bus service on post.
65	-.11	NS	The policy concerning beer in barracks.
65	-.11	NS	56 Privacy and individuality in troop barracks.
65	-.11	NS	72 The Junior Soldiers' and Junior Officers' Councils.
65	-.11	NS	104 The coffee houses at Sightseeing Road and the Kelley Hill Chapel Annex.
65	-.11	NS	106 The lounge area in the Main Commissary.
68	-.12	NS	102 The furnishings in the clinical waiting rooms.
70	-.13	NS	36 The attitude and service provided by civilian personnel who staff PX facilities (i.e., snack bars, etc.).

TABLE 8c (Cont'd)

TAB 8

<u>Rank</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
70	-.13	NS	60 Transportation to recreation facilities within a 200-mile radius of this installation.
70	-.13	NS	100 The replacement of floor tile in M ^U dining halls to enhance existing facilities and improve sanitation.
73	-.14	NS	86 The medical services available for military personnel and their dependents.
73	-.14	NS	87 The Commissary operating hours.
73	-.14	NS	95 The items of furniture issued to soldiers to aid in decorating individual rooms.
76.5	-.15	NS	8 Soliciting procedures for the suggestion awards program.
76.5	-.15	NS	16 The policies and procedures regarding personal furniture and decoration of individual areas in barracks.
76.5	-.15	NS	27 The requirement for possessing the Armed Forces Liberty Pass during off-duty hours.
76.5	-.15	NS	41 Inprocessing procedures.
79.5	-.16	NS	3 The awards and decorations program.
79.5	-.16	NS	48 Information provided personnel prior to their arrival.
81	-.17	NS	13 The policies and procedures regarding sign-in and sign-out.
82.5	-.18	NS	49 The assistance provided new officers in learning how to work with NCOs.
82.5	-.18	NS	80 Information programs about MVA.
84.5	-.19	NS	61 The operating hours of the Quartermaster Clothing Sales Store.
84.5	-.19	NS	101 The recreational facilities provided at Destin, Florida.
86.5	-.20	NS	29 Compensatory time off during the week for personnel required to perform weekend details.
86.5	-.20	NS	39 Information about MAC flights.

TABLE 8c (Cont'd)

TAB 8

<u>Rank</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
88	-.21	NS	30 Career counseling provided junior leaders.
89	-.22	NS	91 Dental care for dependents.
90	-.25	NS	103 Clothing and jewelry provided by the Mod Shop.
91.5	-.26	NS	34 The opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays.
91.5	-.26	.05	50 The welcome and orientation provided upon arrival at the Welcome Center.
93.5	-.27	NS	51 Frequency with which military personnel are required to perform kitchen police (KP).
93.5	-.27	NS	65 The availability of priority check-out counters for military personnel in uniform at the PX and Commissary.
95	-.28	NS	35 The variety of food offered in the unit mess hall.
96	-.29	NS	20 The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions.
97	-.30	NS	52 The frequency with which military personnel are required to perform menial tasks not related to primary duty.
98	-.31	.05	54 The frequency with which military personnel are required to perform refuse and garbage pick-up details.
99.5	-.33	.05	12 The policies regarding bed check.
99.5	-.33	.05	105 The lighting of parking areas.
101.5	-.35	.02	28 The policies regarding payday.
101.5	-.35	NS	32 The opportunity to take care of personnel actions during lunch period.
103	-.36	.01	26 The policies on travel distance during off-duty time.
104	-.37	.02	94 The quarters cleaning service for personnel clearing post quarters.
105	-.38	.02	53 The frequency with which military personnel are required to cut grass and police the post.
106	-.41	.05	2 The number of times I have received Saturday, Sunday, or holiday duty assignments.

TABLE 8d

Direction and Amount of Change
Extended-Term Officer

<u>Rank</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
1	+.38	.001	15 The policy concerning beer in barracks.
2	+.18	NS	12 The policies regarding bed check.
3	+.16	NS	101 The recreational facilities provided at Destin, Florida.
4	+.15	NS	31 Assistance offered for drug problems.
5.5	+.14	NS	20 The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions.
5.5	+.14	NS	96 The improvements and modernization of medical and dental facilities.
7	+.12	NS	51 Frequency with which military personnel are required to perform kitchen police (KP).
8	+.10	NS	78 The participation in the reenlistment program by NCOs who are not career counselors.
10.5	+.09	NS	34 The opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays.
10.5	+.09	NS	66 The period of advance notice given to soldiers who are assigned weekend or holiday details.
10.5	+.09	NS	102 The furnishings in the clinical waiting rooms.
10.5	+.09	NS	103 Clothing and jewelry provided by the Mod Shop.
14	+.08	NS	70 The reporting time for personnel on work detail.
14	+.08	NS	76 The attempt to increase military wives' understanding of the military.
14	+.08	NS	97 The installation of carbonated beverage machines in unit mess halls.
17.5	+.07	NS	11 The elimination of formations which deprive soldiers of personal time or indicate a lack of trust.
17.5	+.07	NS	71 The handling of soldiers' complaints against local businesses.

TABLE 8d (Cont'd)

TAB 8

<u>Rank</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
17.5	+ .07	NS	88 The Infantry School Learning Center's contribution to the educational development of military personnel.
17.5	+ .07	NS	89 The availability and quality of Special Services facilities and services.
23	+ .06	NS	14 My commander's "open door" policy.
23	+ .06	NS	23 The type of dress required for personnel who work on Saturday.
23	+ .06	NS	27 The requirement for possessing the Armed Forces Liberty Pass during off-duty hours.
23	+ .06	NS	30 Career counseling provided junior leaders.
23	+ .06	NS	56 Privacy and individuality in troop barracks.
23	+ .06	NS	60 Transportation to recreation facilities within a 200-mile radius of this installation.
23	+ .06	NS	77 The Army Community Service Program.
29.5	+ .05	NS	2 The number of times I have received Saturday, Sunday, or holiday duty assignments.
29.5	+ .05	NS	21 The opportunities for students to represent their classes on planning groups and academic review boards.
29.5	+ .05	NS	43 The availability of "open time" during training to take care of personal affairs.
29.5	+ .05	NS	67 The opportunity to take compensatory time or pass time without interruption.
29.5	+ .05	NS	83 Maintenance assistance inspections.
29.5	+ .05	NS	86 The medical services available for military personnel and their dependents.
33	+ .04	NS	35 The variety of food offered in the unit mess hall.
34.5	+ .03	NS	25 The opportunities for discussion of unit activities with commanders in small, informal groups.
34.5	+ .03	NS	81 New policies directed toward making unit training less repetitious and more challenging.
39.5	+ .02	NS	5 The reactions to complaints and recommendations of young soldiers.

TABLE 8d (Cont'd)

TAB 8

<u>Rank</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
39.5	+.02	NS	17 My commander's attitude towards individuals who visit the IG.
39.5	+.02	NS	18 The expense involved in sewing required patches, badges, etc., on the fatigue uniform.
39.5	+.02	NS	47 Opportunities to exchange knowledge, opinions, and expectations with personnel of different grades and backgrounds.
39.5	+.02	NS	48 Information provided personnel prior to their arrival.
39.5	+.02	NS	50 The welcome and orientation provided upon arrival at the Welcome Center.
39.5	+.02	NS	52 The frequency with which military personnel are required to perform menial tasks not related to primary duty.
39.5	+.02	NS	68 The efforts of commanders to establish duty rosters which have a minimum number of personnel "Excused from duty."
45.5	+.01	NS	6 The use of a leadership style by my commanders/NCOs which respects the dignity of every person and avoids what might be called "angry leadership."
45.5	+.01	NS	7 My commander's explanations of the "reason why" certain tasks should be done in a particular way.
45.5	+.01	NS	99 The directional signs provided for incoming students to the Infantry School.
45.5	+.01	NS	100 The replacement of floor tile in MAH dining halls to enhance existing facilities and improve sanitation.
49.5	.00	NS	57 The reception at the local municipal airport.
49.5	.00	NS	73 The attempt to make participation of military wives in wives' clubs and social gatherings voluntary.
49.5	.00	NS	79 The "Dial INFO" and the "By Line Bayonet" column.
49.5	.00	NS	80 Information programs about MVA.
52.5	-.01	NS	29 Compensatory time off during the week for personnel required to perform weekend details.

TAB 8-21

TABLE 8d (Cont'd)

TABLE 8d (Cont'd)

TAB 8

<u>Rank</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
52.5	-.01	NS	82 Unit inspection policies.
56.5	-.02	NS	13 The policies and procedures regarding sign-in and sign-out.
56.5	-.02	NS	19 The policies regarding the wear of shirt without blouse in administrative area of all buildings.
56.5	-.02	NS	61 The operating hours of the Quartermaster Clothing Sales Store.
56.5	-.02	NS	63 The merit award system for recognizing outstanding soldiers.
56.5	-.02	NS	69 The policy allowing the wear of the duty uniform off-post.
56.5	-.02	NS	91 Dental care for dependents.
60.5	-.03	NS	22 Information about post and community activities, services, and items of immediate interest.
60.5	-.03	NS	92 The amount of information extended to the soldiers through the Army Information Program.
63	-.04	NS	33 The policies regarding refreshments in the service club.
63	-.04	NS	45 Instruction by small group, practical work, hands-on training, and accessible assistant instructors.
63	-.04	NS	85 The policies and procedures of the Annual General Inspection.
66	-.05	NS	38 Military nightclub facilities for servicemen, E1 through E4.
66	-.05	NS	90 The college tuition assistance program for military personnel attempting to further their civilian education.
66	-.05	NS	93 The photographic coverage of soldiers' achievements.
69	-.06	NS	26 The policies on travel distance during off-duty time.
69	-.06	NS	28 The policies regarding payday.
69	-.06	NS	72 The Junior Soldiers' and Junior Officers' Councils.

TABLE 8d (Cont'd)

TAB 8

<u>Rank</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
73	-.07	NS	8 Soliciting procedures for the suggestion awards program.
73	-.07	NS	11 The elimination of formations which deprive soldiers of personal time or indicate a lack of trust.
73	-.07	NS	46 Instructors' language.
73	-.07	NS	49 The assistance provided new officers in learning how to work with NCOs.
73	-.07	NS	95 The items of furniture issued to soldiers to aid in decorating individual rooms.
77.5	-.08	NS	1 The establishment of realistic suspense dates.
77.5	-.08	NS	9 The opportunity for post athletic teams to play against local amateur civilian teams.
77.5	-.08	NS	44 The reporting time for support troops and information about the nature of the training they are supporting.
77.5	-.08	NS	65 The availability of priority check-out counters for military personnel in uniform at the PX and Commissary.
80	-.09	NS	106 The lounge area in the Main Commissary.
82.5	-.10	NS	3 The awards and decorations program.
82.5	-.10	NS	24 The information provided newly-commissioned officers on customs of the service and standards of dress.
82.5	-.10	NS	75 The selection of articles available in PX facilities.
82.5	-.10	NS	84 The elimination of the requirement for officers to certify actions.
85.5	-.11	NS	64 The efforts of commanders to establish realistic suspense dates.
85.5	-.11	NS	87 The Commissary operating hours.
87.5	-.12	NS	62 Shuttle bus service on post.
87.5	-.12	NS	98 The additional parking facility provided adjacent to Infantry Hall.
89	-.13	NS	37 The services offered by the Legal Assistance Office.

TABLE 8d (Cont'd)

TAB 8

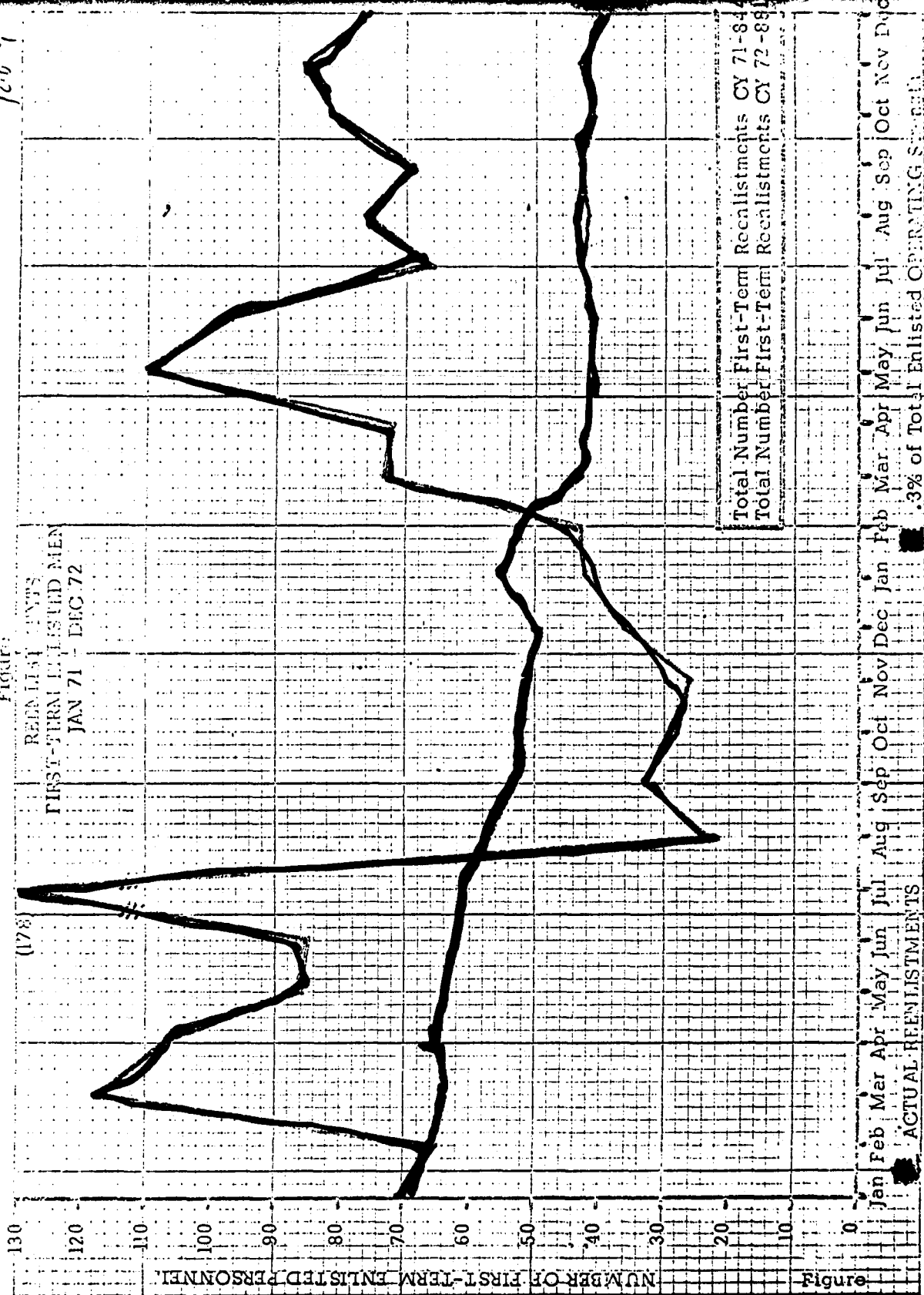
<u>Rank</u>	<u>Direction and Amount of Change Since MAY 72</u>	<u>Level of Sig. (p.)</u>	<u>Item Number and Content</u>
91	-.14	NS	42 Outprocessing procedures.
91	-.14	NS	59 The motel facilities for housing families awaiting or clearing quarters.
91	-.14	NS	104 The coffee houses at Sightseeing Road and the Kelley Hill Chapel Annex.
93	-.15	NS	38 The processing of patients at hospital waiting rooms.
94.5	-.16	NS	4 The soliciting procedures for fund drives, savings bond campaigns, etc.
94.5	-.16	NS	39 Information about MAC flights.
96.5	-.17	NS	53 The frequency with which military personnel are required to cut grass and police the post.
96.5	-.17	NS	74 The service at the PX and Commissary.
98	-.19	NS	41 Inprocessing procedures.
99	-.20	.05	54 The frequency with which military personnel are required to perform refuse and garbage pick-up details.
100	-.21	NS	105 The lighting of parking areas.
101	-.32	.01	40 The availability of guest house facilities for guests of servicemen.
102	-.33	.01	10 The reduction of "hurry up and wait."
103	-.34	.05	32 The opportunity to take care of personnel actions during lunch period.
104	-.41	.02	36 The attitude and service provided by civilian personnel who staff PX facilities (i.e., snack bars, etc.).
105	-.50	.001	55 The maintenance and repair of troop billets and family quarters.
106	-1.08	.000	94 The quarters cleaning service for personnel clearing post quarters.

TAB 9

REENLISTMENT AND DISCIPLINE

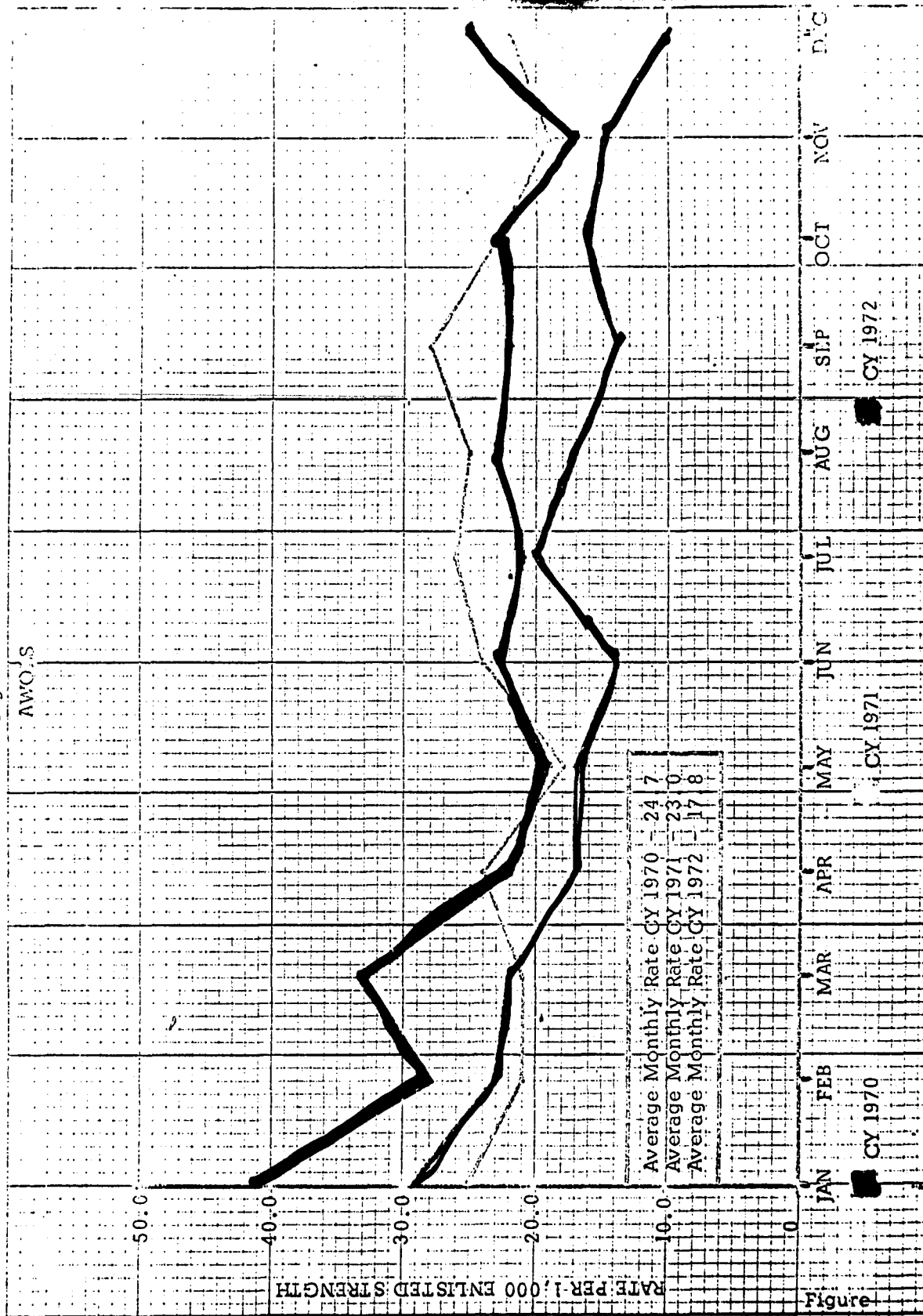
Feb 9

Figure:
RECALLS
FIRST-TERM ENLISTED MEN
JAN 71 - DEC 72



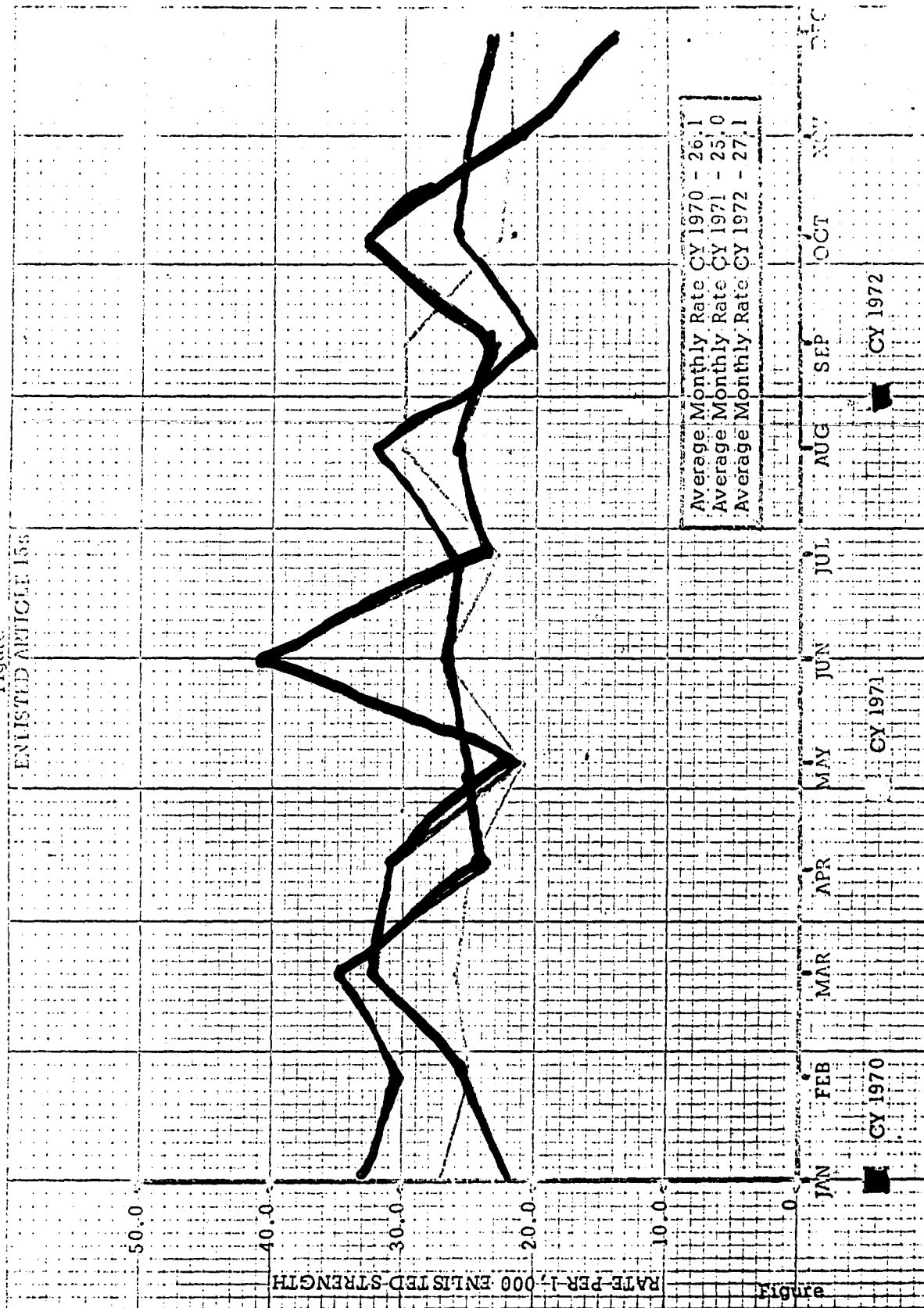
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Figure



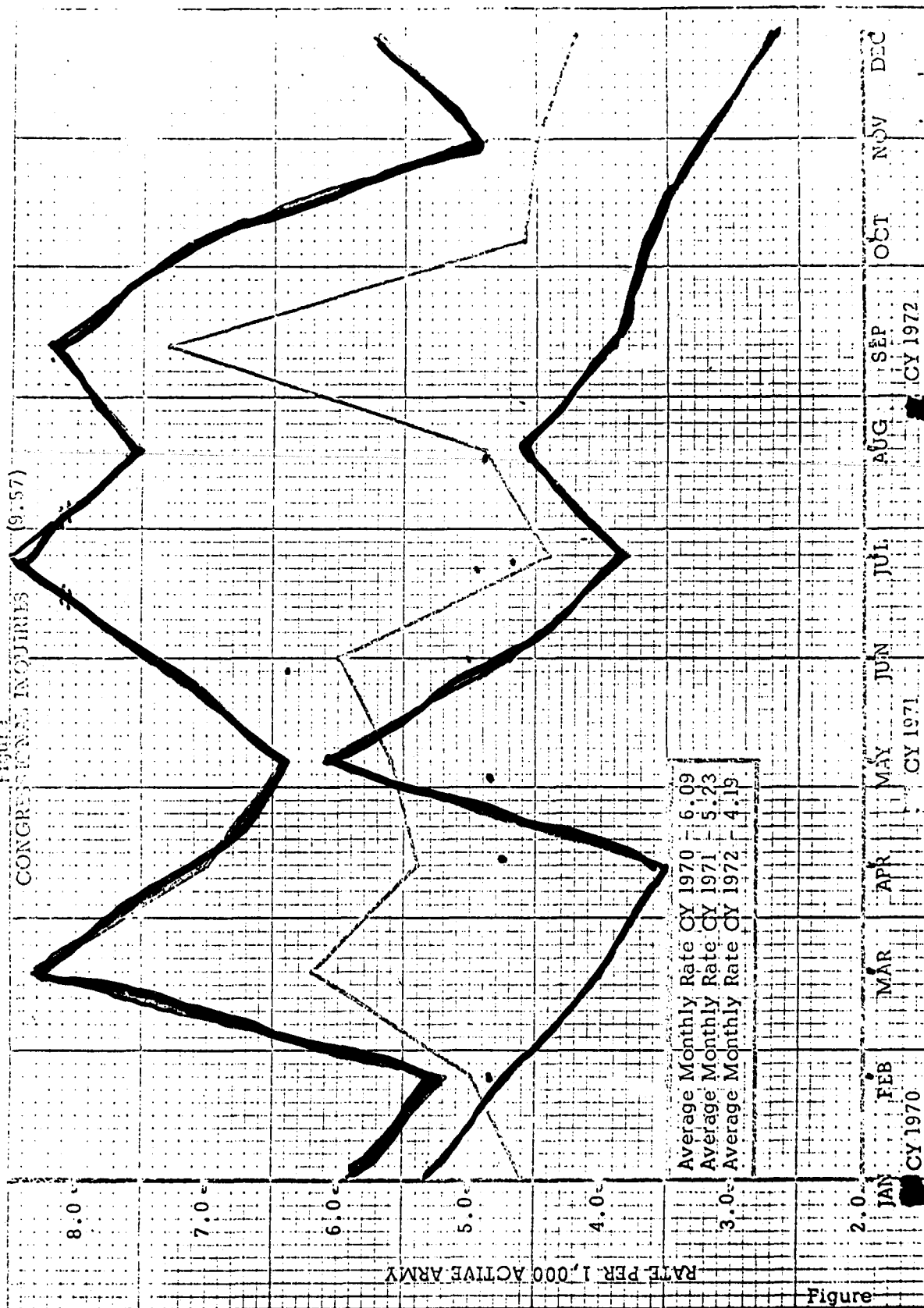
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Figure
ENTISTED ARTICLE 158



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Figure 2
CONGRESSIONAL INQUIRIES (9:57)



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TAB 10
STEPWISE MULTIPLE CORRELATION

TABLE 10a

STEPWISE MULTIPLE CORRELATION

Attitudes Toward Post With VOLAR Actions
For First-Term Enlisted, E1-E4

MAY 72

	Action	Multiple Correlation	Beta
10	The reduction of "hurry up and wait."	.346	-.204
80	Information programs about VOLAR.	.430	-.187
FCS 1	Ego Involvement.	.458	-.314
11	The elimination of formations which deprive soldiers of personal time or indicate a lack of trust.	.481	-.119
28	Policies regarding payday.	.495	-.138
81	New policies directed toward making unit training less repetitious and more challenging.	.502	.088
99	The directional signs provided for incoming students to the Infantry School.	.510	-.083
84	The elimination of the requirement for officers to certify actions.	.514	.103
2	The number of times I have received Saturday, Sunday, or holiday duty assignments.	.519	-.081
FCS 3	Security.	.523	.157
32	The opportunity to take care of personnel actions during lunch period.	.526	.090
6	The use of a leadership style by my commanders/NCOs which respects the dignity of every person and avoids what might be called "angry leadership."	.530	-.104
95	The items of furniture issued to soldiers to aid in decorating individual rooms.	.534	-.077
7	My commander's explanations of the "reason why" certain tasks should be done in a particular way.	.537	.091
45	Instruction by small group, practical work, hands-on training, and accessible assistant instructors.	.540	-.067

TABLE 10a

TABLE 10b

STEPWISE MULTIPLE CORRELATION

Attitudes Toward Post With VOLAR Actions
For First-Term Enlisted, E1-E4

NOV 72

Action		Multiple Correlation	Beta
FCS 3	Security.	.398	-.236
22	Information about post and community activities, services, and items of immediate interest.	.458	-.129
62	Shuttle bus service on post.	.485	-.129
FCS 2	Inequities.	.501	-.116
68	The efforts of commanders to establish duty rosters which have a minimum number of personnel "Excused from duty."	.515	-.083
101	The recreational facilities provided at Destin, Florida.	.523	-.083
3	The awards and decorations program.	.528	-.070
10	The reduction of "hurry up and wait."	.532	-.071
17	My commander's attitude towards individuals who visit the IG.	.536	-.077
83	Maintenance assistance inspections.	.537	.054
93	The photographic coverage of soldiers' achievements.	.538	-.059
85	The policies and procedures of the Annual General Inspection.	.540	.064
25	The opportunities for discussion of unit activities with commanders in small, informal groups.	.542	.040
23	The type of dress required for personnel who work on Saturday.	.543	-.050
47	Opportunities to exchange knowledge, opinions, and expectations with personnel of different grades and backgrounds.	.544	.042

TABLE 10c

STEPWISE MULTIPLE CORRELATION

Career Intentions With VOLAR Actions For
First-Term Enlisted, E1-E4

MAY 72

	Action	Multiple Correlation	Beta
FCS 1	Ego Involvement.	.514	.276
85	The policies and procedures of the Annual General Inspection.	.528	.111
FCS 3	Security.	.538	.210
104	The coffee houses at Sightseeing Road and the Kelley Hill Chapel Annex.	.541	.050
72	The Junior Soldiers' and Junior Officers' Councils.	.543	.063
93	The photographic coverage of soldiers' achievements.	.545	-.078
94	The quarters cleaning service for personnel clearing post quarters.	.547	.060
89	The availability and quality of Special Services facilities and services.	.549	.079
88	The Infantry School Learning Center's contribution to the educational development of military personnel.	.551	-.076
64	The efforts of commanders to establish realistic suspense dates.	.553	-.051
76	The attempt to increase military wives' understanding of the military.	.554	.080
82	Unit inspection policies.	.556	.051
77	The Army Community Service Program.	.558	-.053
5	The reactions to complaints and recommendations of young soldiers.	.559	-.052
4	The soliciting procedures for fund drives, savings bond campaigns, etc.	.560	.042

TABLE 10d

STEPWISE MULTIPLE CORRELATION

Career Intentions With VOLAR Actions For
First-Term Enlisted, E1-E4

NOV 72

Action		Multiple Correlation	Beta
FCS 3	Security.	.579	.456
42	Outprocessing procedures.	.588	.205
47	Opportunities to exchange knowledge, opinions, and expectations with personnel of different grades and backgrounds.	.597	-.113
FCS 1	Ego Involvement.	.606	.248
FCS 4	Leadership.	.614	-.134
23	The type of dress required for personnel who work on Saturday.	.618	.101
41	Inprocessing procedures.	.622	-.112
46	Instructors' language.	.624	.093
45	Instruction by small group, practical work, hands-on training, and accessible assistant instructors.	.626	-.090
76	The attempt to increase military wives' under- standing of the military.	.628	-.067
73	The attempt to make participation of military wives in wives' clubs and social gatherings voluntary.	.631	.087
24	The information provided newly commissioned officers on customs of the service and standards of dress.	.633	-.069
78	The participation in the reenlistment program by NCOs who are not career counselors.	.634	-.063
27	The requirement for possessing the Armed Forces Liberty Pass during off-duty hours.	.635	.048
49	The assistance provided new officers in learning how to work with NCOs.	.636	.050

TAB 11
CONTENT ANALYSIS

TABLE 11a

Content Analysis

I. Most Important VOLAR Action(s)

FIRST-TERM ENLISTED

<u>Rank</u>	<u>Frequency of Ss Responding</u>	<u>Percentage</u>	<u>Item</u>
1	81	31.5	Civilian KP.
2	36	13.8	Regular working hours.*
3	26	10.0	Pay raise.
4	20	7.7	Individual freedom, respect, and responsibility.
5	14	5.4	Reduction of formations.**
6.5	13	5.0	Living conditions.***
6.5	13	5.0	Harassment.
9	10	3.8	Educational programs and facilities.
9	10	3.8	Pass limitations.
9	10	3.8	Expressed satisfaction with actions.
11	8	3.1	Sign in and sign out.
12	7	2.7	Area police, guard, and extra duties.
13	5	1.9	Bed check.
14	4	1.5	VRB and bonuses.
15	3	1.2	Beer in barracks.

Each of the following items had a frequency of less than 3.

Training, Services, Job Satisfaction, Job Versatility, Inspections(frequency of),
Lower EM are trusted, Able to Live Off Post, Permanent Tours, Security,
Choice of Duty.
Modernization and specialization

*Also consists of items pertaining to "5-day work week," "8-hour day," and "more free time."

**Also consists of "elimination of reveille."

***Also consists of "policies regarding sleeping late on weekends," and "improved food."

Content Analysis

II. Suggested Future Actions

FIRST-TERM ENLISTED

<u>Rank</u>	<u>Frequency of Ss Responding</u>	<u>Percentage</u>	<u>Item</u>
1	27	8.9	Better leadership (more proficient and professional officers and NCOs).
2	26	8.5	More pay.
3.5	25	8.2	More liberal haircut policy.
3.5	25	8.2	Less harassment.
5.5	20	6.6	More individual freedom, respect, and responsibility.
5.5	20	6.6	Improve living conditions (food, quarters, and privacy).
7.5	17	5.6	Better relations between soldiers, NCOs, and officers (more understanding and communication).
7.5	17	5.6	Improve finance.
9	15	4.9	Improve duty hours.
10	10	3.3	More duties by civilians (Guard, CQ., etc.).
11	8	2.6	Better Promotion System.
12.5	7	2.3	Reduce extra and weekend duties.
12.5	7	2.3	Make duty assignments consistent with ability, interest, and previous training.
14	6	2.0	Stricter discipline.
	75	24.6	Almost 25% of the total were suggestions that had fewer than 3 subjects naming them. Those items are far too numerous to list.

TABLE 11b

Content Analysis

I. Most Important VOLAR Action(s)

FIRST-TERM OFFICER

<u>Rank</u>	<u>Frequency of Ss Responding</u>	<u>Percentage</u>	<u>Item</u>
1	17	24.6	Improved treatment of soldiers.
2.5	9	13.0	Improved hours & 5-day work week.
2.5	9	13.0	Improved services (entertainment, Officers Club, medical, and PX).
4.5	7	10.1	KP.
4.5	7	10.1	Individual freedom, respect, and responsibility.
6	6	8.7	Freedom in personal appearance.
7	4	5.8	Pay raise.
8	3	4.3	Harassment.
9.5	2	2.9	Improved job satisfaction.
9.5	2	2.9	Improved leadership and professionalism.
12	1	1.4	Reduction of bed check.
12	1	1.4	Reduction of formation.
12	1	1.4	Improved quality of individual troop.

Content Analysis

II. Suggested Future Actions

FIRST-TERM OFFICER

<u>Rank</u>	<u>Frequency of Ss Responding</u>	<u>Percentage</u>	<u>Item</u>
1	14	27.4	Concern for soldiers.
2	9	17.6	Job improvement and job satisfaction.
3.5	6	11.8	Better services (entertainment, finance, PX, etc.).
3.5	6	11.8	Improve leadership and Off. NCO and soldier relations.
5	3	5.9	Improve training methods.
7.5	2	3.9	Enforce compensatory time and better working hours.
7.5	2	3.9	Enforce MVA actions.
7.5	2	3.9	Individual freedom, respect, and responsibility.
7.5	2	3.9	Pay raise.
12	1	2.0	Discipline.
12	1	2.0	Eliminate dues at Officers Club.
12	1	2.0	Faster promotions.
12	1	2.0	Job security.
12	<u>1</u>	2.0	New uniforms.
	51		

TABLE 11c

Content Analysis

I. Most Important VOLAR Action(s) Total Response 288

EXTENDED-TERM ENLISTED

<u>Rank</u>	<u>Frequency of Ss Responding</u>	<u>Percentage</u>	<u>Item</u>
1	77	26.8	Civilian KP.
2	41	14.2	Living conditions.*
3	36	12.5	Regular working hours.**
4	33	11.5	Individual freedom, respect, and responsibility.***
5	30	10.4	No pass, no pass limits, sign in and sign out.
6	21	7.3	Elimination of unnecessary formations.
7	11	3.9	Statements against VOLAR.
8	9	3.1	Pay.
9	7	2.4	Job satisfaction.
10.5	5	1.7	Unit of choice.
10.5	5	1.7	Educational opportunities.
12.5	3	1.0	Quarters cleaning.
12.5	3	1.0	Shuttle bus.
	7	2.4	Miscellaneous.

*Partitions in barracks, expanded hours of mess hall, PX, and Commissary;
medical and dental programs; better food.

**Includes compensatory time.

***Haircut policy, less harassment, no bed check.

Content Analysis

II. Suggested Future Actions

Total Response 174

EXTENDED-TERM ENLISTED

<u>Rank</u>	<u>Frequency of Ss Responding</u>	<u>Percentage</u>	<u>Item</u>
1	31	17.8	Living conditions.*
2	21	12.1	Individual freedom, respect and responsibility.**
3.5	12	6.9	Better housing.
3.5	12	6.9	Better leadership.
5	11	6.3	More discipline.
6.5	10	5.7	Guard duty.
6.5	10	5.7	Job satisfaction.
8.5	8	4.6	Fill manpower needs.
8.5	8	4.6	EER, MOS testing, and other promotion policies.
10.5	7	4.0	Pay.
10.5	7	4.0	Improve finance.
13	4	2.3	Choice of station.
13	4	2.3	Continue VOLAR.
13	4	2.3	Officer/NCO/Soldier relations.
	25	14.4	Miscellaneous.

*Lower prices at Commissary, improved medical and dental treatment, better club facilities, improve recreational programs and facilities, improved mess hall.

**Haircuts, liberal dress, less harassment.

TABLE 11d

Content Analysis

I. Most Important VOLAR Action(s)

EXTENDED-TERM OFFICER

<u>Rank</u>	<u>Frequency of Ss Responding</u>	<u>Percentage</u>	<u>Item</u>
1	44	23.3	Civilian KP.
2	36	19.0	Regular working hours.*
3	25	13.2	Individual freedom, respect, and responsibility.**
4.5	19	10.1	Job satisfaction.***
4.5	19	10.1	Living conditions.****
6	11	5.8	Pay.
7	10	5.3	Quarters cleaning.
8	8	4.2	Elimination of unnecessary formations.
9.5	5	2.6	Improved service in PX and Commissary.
9.5	5	2.6	Improvement in communication up and down the chain of command.
11.5	2	1.1	Elimination of hurry up and wait.
11.5	2	1.1	Adventure training.
14	1	.5	Welcome Center.
14	1	.5	Educational benefits.
14	<u>1</u>	.5	In/out processing.
	189		

*Five day work week, compensatory time, eight hour day, more free time, no weekend work, etc.

**Increased "WE CARE" by all civilians, haircut policy, bed check, less harassment.

***Work in MOS, reduction of menial, degrading work.

****Improved mess halls, improved medical and dental service, partitions in barracks.

Content Analysis

II. Suggested Future Actions

EXTENDED-TERM OFFICER

<u>Rank</u>	<u>Frequency of Ss Responding</u>	<u>Percentage</u>	<u>Item</u>
1.5	21	13.8	Better housing.
1.5	21	13.8	Realistic training and work requirements.
3	18	11.8	Job satisfaction.
4.5	15	9.9	Better discipline.
4.5	15	9.9	Better leadership.
6	11	7.2	Individual freedom, respect, and responsibility.
7.5	10	6.6	Quarters cleaning.
7.5	10	6.6	Improved living conditions.*
9	5	3.3	Eliminate fund drives.
10	4	2.6	Pay.
11.5	3	2.0	Improve finance.
11.5	3	2.0	Tighter quality control of people entering Army.
	16	10.5	Miscellaneous.

*Improved medical/dental care, improved recreation facilities and programs, 8-5 work day, etc.

FIRST-TERM ENLISTED
Open-End Comments

- I. Best VOLAR Action
- II. Suggested New Action

COMMENTS:

I. VOLAR is the true meaning of the word has made decide to stay for the simple reason that some of it benefits work. Not all of them! II. Is that the EM below the rank of E5 and below get more of a responsible position rather than just a man in formation or in uniform of OD color. COMMENTS: The leadership is somewhat approving but there is still this feeling of uneasiness or lack of control not a big matter but in small factor as in ranks formations, making formations, total respect to NCO. and officers, you would have to be in the situation as an EM below the rank of E4 to completely understand my reasoning.

I. No KP, no weekend working, comp time for weekend duty. II. Bring VOLAR back and a raise in pay and start giving rank when earned instead of waiting such periods to get promoted.

I. Well you don't get time off for weekend duty. No more. II. The most needed is to bring VOLAR back and a raise in the pay system and make rank if you deserve it.

I. My stay at Benning has been to short to answer this. II. Closer relation to civilian life (longer hair), better leaders, senior NCOs mainly, more respect for lower EM. This test should not be given to those who are TDY - with a stay of only 3 months a person doesn't get to know Fort Benning and in a training status one doesn't really see VOLAR.

II. Well the things that's going on around Benning post is very impressive as for the future but that's just Benning what about other posts overseas, etc.

I. VOLAR is a good concept if carried out like it was meant to. II. Better people at Finance would help considerably. People who know what they are doing in Finance which is to help the soldier get his pay the way he wants it and help straighten out pay problems would help.

I. Change the haircut policy and put it back like VOLAR had it.

I. By far the most encouraging aspect is the reenlistment bonus initiated by VOLAR. Money can make anything bearable. II. This post, Fort Benning is designed with the officer in mind. The programs developed for the enlisted man have been a sort of consolidatory measure. Most of the EMs and for that matter training personnel are young in age. The facilities provided are out of touch with time. An EM excitement on weekends or off time is to see a movie or hang around the bowling alley. I work at the craft center, 80-90% of the people that participate are officers. Young EMs are given an alienated treatment. Everyone is too busy to stop and provide encouragement or help for them. This I believe is basically true of this whole post and the Army in general.

I. The fact that VOLAR has come about is to me the most important thing. At least now some people are thinking more about the work force and morale of the lower ranking EM. II. There should be MVA Quality Control with definite police powers. Many of the so-called regulations of MVA & VOLAR are worded such that NCOs and COs have great interpretive range. Comp time and haircut policy are two of the most frequently abused areas in my section.

I. I have not heard any talk of VOLAR since my arrival at this post. I don't think I will ever take another reenlistment (Why?) Because in the Army it's not what you know it's who you know. II. I feel that the Army needs a rap house a place where an individual can go to and just let it out, to someone who is a trained counselor (school trained). This to me is one of the most needed. A place like this would eliminate a lot of the drug and alcohol problem that is facing the world today.

I. No more KP, I think that was and still is a good policy. II. Shorter working hours and more money, and our own choice of where we want to be stationed throughout my military career. COMMENTS: Some of the programs are pretty good. But the individual soldier should have their own choice of where they would like to do their own duty stations that are within reason. Also we could use more money. It wouldn't hurt the government to give more money and time to make this Army the best in the world and frankly I don't think we are. The food has not gotten any better at all. Students who are in NCOES feel that they're being trained like they were in basic in fact they do not need basic leadership instructions on how to handle men. They came here to learn their MOS not how to learn basic leadership all over again!

I. Off duty leave without sign-out. II. Complete information and problem solving center to get factual and up-to-date info regarding any subject or problem to the individual soldier.

I. They were all important, don't let beauracracy ruin them. II. The future - straighten out Fort Benning's Finance office - Bldg 85 - Ever notice how fast your allotment to TIC is handled, the same man or commander is over both units, or at least on the board at TIC - Fix Fort Benning Finance office procedure. No one can say anything nice about Finance without lying about it. COMMENTS: I have a common name, finance cannot or will not attempt to identify me or the rest of the poor jokers who share the same last name as myself by SSAN, so my pay is in constant areas - for this reason only I will not consider Army as a career. The pay scale cannot compare with civilian life - but, the Army does afford any man the opportunity to further his education while serving his country so that he may return to civilian life to further reap benefits to himself and his family - if that is his goal - and too many I know never taken this attitude, because for 1 reason or another the Army is not the "thing" as advertised over today's medias.

I. It's not the fact that VOLAR has to do with it, it just that I love to have time to myself I like to think, and I really love to work! But I'm not sure if I'll stay in. II. One thing is to get rid of the mind corrupters, and let the individual think and act for himself.

I. Elimination of sign in-sign out on weekend. Giving the soldier a chance to better himself. II. Employ personnel looking for total advance and don't hold them back. Give more test for advancement. COMMENTS: The Army is a great life for any man, black or white. It teaches you to live with yourself and others. The benefits are the highest in the world. I wish I could stay in the service. Whoever reads this; I'm a person who's never been in trouble. I'm young and trying to get ahead and make something out of my life. The unit I'm in has let me down. I've tried to get into OCS but my paper work was never answered. I'm not staying in the Army as an enlisted only an officer. There is more responsibility there. Maybe in the future I will reenter the service after I get my degree.

I. Elimination of makework detail i.e. KP unnecessary policing etc. II. Need for the Army to adjust to society, in forms of political participation, etc. and allowing more social advancements by soldiers i.e. more realistic haircut regs and after duty dress regs. The Army must realize that the young soldier of today will not depart from society and civilian to come into the world of the Army. The Army must learn to integrate itself with the problems and changes of the American society as a whole as well as its own problems. Another thing the Army might try is to make the upper ranks have some respect for the lower ranks. It seems my experience in the Army that most officers and higher enlisted ranks feel the lower ranks inferior beings. The lower rank will not tolerate this and will not re-up if this practice is continued. Finally don't stop all the good the MVA program has accomplished. The Army under VOLAR and MVA has improved it 100%. Let's not stop this advancement.

COMMENTS: The Stu Bn is the worst perjury of the MVA I could ever imagine, a prospective candidate expects tough training, tough PT, tough academics, mostly he gets probably the most incredible amount of mickey mouse from unexperienced unknowledgeable green 2LTs who drive many candidates out of the career Army by their lack of professionalism in all categories conceivable. Not one man in my SC plt will make the Army a career at this point as I know it. The Army should phase OCS out, if it can't fix it.

I. Late meals on weekends, improved medical, dental and legal care plus better housing, pay raise. II. The security of the post could be improved possibly more MPs on patrol and maybe the use of helicopters could aid in the prevention of crime. When a person feeds his family is unsafe when he's away, he doesn't like it there. COMMENT: I'm an OCS student so much of this questionnaire doesn't apply.

I. It is my feeling that since VOLAR is dying that the majority of soldiers will not tend to make it a career. II. Higher standards, less punishment for minor offenses.

I. VOLAR has been important to me because when we had it the soldiers liked it. But when the Army cut it out some of the soldiers went AWOL. II. I think is the most needed is VOLAR.